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A HISTORY OF THE UNIVERSITY OF CHICAGO

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A HISTORY

OF

THE UNIVERSITY OF CHICAGO

FOUNDED BY JOHN D. ROCKEFELLER

THE FIRST QUARTER-CENTURY

By

THOMAS WAKEFIELD GOODSPEED

THE UNIVERSITY OF CHICAGO PRESS
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TO
JOHN D. ROCKEFELLER, FOUNDER
AND TO THE
MANY BENEFACTORS OF
THE UNIVERSITY OF CHICAGO
THIS HISTORY IS DEDICATED
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PREFACE

The following pages will indicate that my connection with the movement resulting in the founding of The University of Chicago began in 1886. My official relation to it began in June, 1889. In 1912, when I had passed the age of seventy, the Board of Trustees, at my request, placed me on the retired list. At the same time, quite unexpectedly to me, they appointed me corresponding secretary with no specific duties. My dream of leisure, however, was soon dissipated by President Judson, who assigned to me, as the first task of my new office, the writing of this history. As I had been a student in the first University of Chicago from 1859 to 1862, and trustee or financial secretary of the Theological Seminary, which became the Divinity School of the new University, from 1873 to 1889, and thereafter had been uninterruptedly connected with the University, many persons had urged this task upon me.

My life had been devoted for the most part to executive and not literary work. I did not consider myself a scholar, and the writing of a book had never entered my mind. However, taking the assignment of the President as a command to be obeyed, I entered upon the task at the beginning of 1913. It was begun in my seventy-first year and completed in my seventy-fourth. So much is said by way of apology for breaking into literature after the heavier burdens of life had supposedly been laid down.

This is not an official history. President Judson has given me absolute freedom. The Trustees know nothing of the contents of the book, and will never know, unless some of them happen to read it. It has been written to present as veracious an historical narrative as can be made. Not to say the things the authorities might be supposed to wish to say to the public, but to tell the true story of events exactly as they occurred has been my one purpose. My long acquaintance with the Trustees assures me that this is the course they would have had me pursue. They also have given me

a free hand, encouraging me to do the work without suggestion of any sort from them.

I am greatly indebted to President Judson for a measure of encouragement that has made the work a pleasure. He has patiently read every chapter as it was produced, and given me valuable suggestions. He has not, however, interfered in any way with my liberty of utterance.

I am under peculiar obligations to Dr. F. T. Gates of Montclair, New Jersey. From the first he manifested the liveliest interest in the work I had undertaken. Having obtained permission, he prepared and placed at my disposal from the letter files of Mr. John D. Rockefeller copies of every reference, of whatever nature, to the University of Chicago from 1886 to 1893 inclusive. He also furnished me similar copies from his own files and from those of the American Baptist Education Society. Many of the chapters he has read, and, to my great advantage, criticized with fullness and freedom. The value of his critical suggestions I cannot overstate. I am also indebted to Dr. Gates for the illuminating introduction.

In 1896, Professor Francis W. Shepardson, then secretary to the President, prepared a brief historical sketch of the University which was printed in connection with the Quinquennial Celebration. In 1902 he brought the record down to that date, and the enlarged sketch was printed in connection with the *Decennial Publications*. This material has been freely used, and I am glad to acknowledge my indebtedness to the author.

It was my interest in and efforts for the founding of a new University after the demise of the old one that led Dr. Harper and Mr. Gates to write me that invaluable series of letters, quoted so largely in the chapter on "The Inception of the Plan," which give in detail the story of the beginning and progress of the negotiations which resulted in Mr. Rockefeller's initial subscription. Without these letters, which I carefully preserved, that story could never have been told. I, in turn, wrote to my sons in college of every development as it occurred for two or three years. These letters, preserved through filial piety, have been found most helpful. Everything of historical value in the archives of the University has

been turned over to me by President Judson and by Secretary Dickerson, who has also given me his expert assistance in reading the proof. The *Minutes* of the Board of Trustees, the President's annual *Reports* and the University *Record* have given me their wealth of material.

Mr. Edward Goodman, a Trustee from 1890 to 1911, before his death presented to the University a series of Scrap-Books filled with stores of historical material relating to the old University and the new one, and covering a period of fifty-one years, from 1856 to 1907. These books have been a mine of information.

My acknowledgements are due to Professor Albion W. Small, who has read most of the chapters, for helpful criticism and suggestion, and to Professor Edgar J. Goodspeed and Associate Professor David A. Robertson, who have read through the completed book and, aided by Associate Professor W. J. G. Land, arranged the illustrations. Assistance has been cheerfully given by many members of the Faculties, among them Messrs. E. D. Burton, J. R. Angell, J. H. Tufts, J. L. Laughlin, T. C. Chamberlin, C. D. Buck, E. H. Moore, J. Stieglitz, N. Butler, W. D. MacClintock, F. J. Miller, C. F. Castle, J. H. Breasted, Stuart Weller, F. B. Tarbell, and Trevor Arnett. I am indebted also to N. C. Plimpton, and G. O. Fairweather, of the business office. The index is the work of J. A. Powell, of the Press. My son Charles T. B. Goodspeed has assisted me in many ways.

This book has been a labor of love, not a wearisome task. There has been no attempt at fine writing. I have not flattered myself that I could produce a literary classic, and, therefore, have not attempted it. I have made a presentation of the history of the University during its first quarter-century as nearly true to the facts as I have known how to make it. If the work proves to be a real service to the institution to which I have devoted nearly thirty years of my life, I shall be more than satisfied.

THOMAS WAKEFIELD GOODSPEED

CHICAGO, 1916

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INTRODUCTION

By FREDERICK TAYLOR GATES, LL.D.

I am asked to narrate in general outline the circumstances which led to the founding of the University of Chicago.

The material for this outline consists mainly of the letters exchanged between those who were most active in the work. I have had access to the complete files of Mr. Rockefeller's office; Dr. H. L. Morehouse gave me copies of his correspondence; the files of the American Baptist Education Society of which I was then the secretary were turned over to me; copies of the correspondence of Dr. W. R. Harper and Dr. T. W. Goodspeed were furnished me by Dr. Goodspeed. The whole mass makes a manuscript of several thousand pages.

The parties actively interested lived widely apart, Mr. Rockefeller in New York, Dr. Harper in New Haven, Dr. Morehouse in New York, Dr. Goodspeed in Chicago. Conference was, therefore, mainly by letter. For the historian this is fortunate. These associates were all friends, accustomed to share their thoughts; all wrote without dreaming that their letters would be preserved; and they unburdened their minds to each other with the freedom of intimacy. The result is that it is possible by means of this correspondence, from December, 1886, to May, 1890, to trace with accuracy not only the events leading to the founding of the University, but also the progress of thought in those who brought the institution into being.

To Dr. Thomas W. Goodspeed belongs the honor of first calling Mr. John D. Rockefeller's attention effectively to the unique educational needs and opportunities at Chicago. This, Dr. Goodspeed did with fervor and power, in season and out of season, in letters and in visits covering at least two years (1886–88). There can be no question that these labors of Dr. Goodspeed were the effective agency that convinced Mr. Rockefeller of the need of an institution of higher learning in that city and led him to believe that he had an important duty to perform in connection therewith.

The first recorded disclosure of Mr. Rockefeller's conviction upon the subject to a third person—Dr. Harper—shows him in October, 1888, according to the animated report immediately written by Dr. Harper, to have adopted Dr. Goodspeed's views. Up to this time the files in Mr. Rockefeller's office disclose no letters or interviews on the subject with anyone except Dr. Goodspeed. This urgency is all the more to Dr. Goodspeed's credit, in that he was the financial representative of the Theological Seminary at Morgan Park, itself dependent in large part upon Mr. Rockefeller's bounty. So far as human foresight could then predict, if Dr. Goodspeed were to succeed in interesting Mr. Rockefeller in a college in Chicago, his own duties in connection with the Theological Seminary would be rendered more difficult, and his burdens and anxieties would be increased. It was an act on Dr. Goodspeed's part of fidelity to high ideals of duty, as well as of educational statesmanship. No history of the University of Chicago will be an adequate history which does not begin with the correspondence of Dr. Goodspeed with Mr. Rockefeller in 1886, and trace that correspondence to its culmination.

But Mr. Rockefeller was not prepared to act on his own responsibility in a matter which was of Baptist denominational concern. Several circumstances gave emphasis to this hesitation. Dr. A. H. Strong, a friend of many years' standing, a Baptist leader of character, of learning, of ability, of persuasive power, and of denominational influence, was the originator and head of what might be called a party, consisting of many leading men of the denomination, who favored the founding of a Baptist university in New York City. Mr. Rockefeller was the only Baptist who singly could do this, and for many years Dr. Strong had pressed his plan upon Mr. Rockefeller's attention. Another party, numbering influential men in the Baptist Denomination, believed it to be the first educational duty of Baptists to develop Columbian University at Washington. A third influence on Mr. Rockefeller's mind, a power perhaps greater than that of either of these, was a mass of fervent appeals from poverty-stricken Baptist colleges and academies. They touched the heart. They came from men in the ranks, men of comparative obscurity, who were giving their lives in poverty to

the education of Baptist boys and girls, in the attempt to furnish the denomination with an educated ministry.

Thus the denomination itself was divided. Mr. Rockefeller was convinced that a solid institution ought to be founded in Chicago. But he was not prepared to act in favor of Chicago until he heard the voice of the denomination calling upon him so to act.

Dr. Harper did what he could to strengthen Mr. Rockefeller's conviction and to urge him to action; but Dr. Harper's repeated and increasing urgency was in vain. Dr. Goodspeed continued his labors. He went to New York at the invitation of Dr. Harper and Mr. Rockefeller. He proposed definite plans; he discussed figures, wrote out details, smoothed difficulties—all equally in vain. Mr. Rockefeller's interest during the fall of 1888, so far from increasing, seemed to wane as the weeks went by. For one good reason or another he cancelled engagements hopefully entered upon. He found it increasingly difficult to make appointments for Dr. Harper, either at New York or at Vassar. He continued to listen attentively but to reply evasively, or to plead the multiplicity of adverse and conflicting influences acting upon him. The hesitation of Mr. Rockefeller seemed at the time inexplicable; but a study of the correspondence discloses the underlying truth that he was perplexed. His trusted advisers and friends, as just now intimated, were divided into three camps: one for Chicago, headed by Dr. Goodspeed and Dr. Harper; one for Washington, headed by Dr. Welling and friends in Philadelphia and elsewhere; one for New York, headed by Dr. Strong; while the appealing voices of helpless Baptist schools all over the land, with no prominent spokesman, formed a fourth powerful influence. Mr. Rockefeller thus found himself a storm-center of eager, even passionate, conflicting views and interests. None of the parties applying to him on every side with sleepless vigilance, pulling every possible wire, in disinterested zeal for the cause of education, clearly fathomed Mr. Rockefeller's difficulty or saw a way out. Supposing that Mr. Rockefeller held the situation in his own hand, they watched his enigmatic face intently hour by hour for signs. Yet all the time, the harder he was pressed, the more certain it was becoming that in the confusion of voices he would

decline to assume the responsibility of any decision at all. So for many months the situation remained in a deadlock.

The solution was at length found in the American Baptist Education Society. Proposed by Dr. Henry L. Morehouse in 1887, the American Baptist Education Society was formally organized at the Baptist anniversaries held in Washington, D.C., in May, 1888. Unlike the other denominational societies—home and foreign mission, publication, etc.—which were in fact private organizations within the Baptist denomination, composed of contributors to their specific objects, this new society was organized on a representative basis. The state conventions, themselves representative of the churches, and the institutions of learning in the Baptist denomination, sent annual delegates to this society. This representative basis covered the South as well as the North, and made the American Baptist Education Society at that time an authoritative spokesman of the whole Baptist denomination, north and south.

The writer was made secretary of the new society on its organization in Washington. I knew nothing of any movement to found a college or university at Chicago. I did not know that Dr. Goodspeed had been in correspondence with Mr. Rockefeller; I did not know that Mr. Rockefeller had made up his mind that the founding of a college or university at Chicago was important, and that he would assist in the enterprise. I knew only that the old university at Chicago had come to its death in spite of every effort to keep it alive, and that the friends of education in the West were profoundly discouraged. With no prepossessions in favor of Chicago and consulting with no one, I immediately began a careful, independent study of Baptist educational interests, north and south, east and west, and covering all the Baptist academies, colleges, and theological seminaries in the United States, their location, equipment, endowment, attendance. I sought to ascertain the laws governing the growth of educational institutions; I examined particularly the question of location, in its relation to patronage, financial stability, wise management. This study involved correspondence with all Baptist institutions in the United States, and it was pursued with very close application daily for many months before I had reached conclusions which I thought secure.

I speak of these studies because it was these that disclosed to me with overwhelming evidential power that the first great educational need of Baptists was to found a powerful institution of learning, not in New York nor in Washington, but in the city of Chicago, and not in a suburb outside the city, but within the city itself and as near its center as might be conveniently possible. When I had reached these conclusions I wrote a paper stating the grounds of them, and read this paper to the Baptist ministers of Chicago, on their invitation, on October 15, 1888.

By the kindness of Drs. Goodspeed and Harper this paper, somewhat revised and improved, was placed in Mr. Rockefeller's hands and by him, as I later learned, read with approval. I find it in his files. Mr. Rockefeller began to make inquiries about the Education Society and to disclose an interest in its organization and prospects. He saw at that time in the infant society a possible means of breaking the deadlock in which he found the conflicting denominational interests.

The first meeting of the Executive Board of the American Baptist Education Society took place in Washington, D.C., on December 3 of that year. Mr. Rockefeller himself at one time contemplated attending the meeting, though he was not a member of the Board. He later gave up the plan. For this meeting I prepared a paper advocating the establishment of a university at Chicago as the first policy of the Education Society, and the postponement of other claims until this should be done. The Executive Board of the American Baptist Education Society was made up of members widely scattered throughout the country, but a disproportionate number were from the city of Washington and vicinity—the cities of Baltimore, Richmond, Philadelphia, Wilmington, etc. It was expected at first that the executive offices would be located in Washington, and a quorum could be counted upon only if a considerable portion of the board consisted of near-by residents. Besides this, and perhaps still more important, Dr. Morehouse and others who had named the board had supposed, at the time of the organization in May, 1888, that the first work of the society would probably be to build up Columbian University at Washington as a national university for Baptists, and in the

interest of that plan the board contained a large number who by proximity of residence and for other reasons were specially interested in Columbian.

The Chicago interest to which my studies had fully committed me, as against both Washington and New York, was therefore faced by a board the majority of whose members were inclined to favor the development of Columbian University at Washington. I read my paper to the board and advocated Chicago with such resources as were at my command. Dr. Welling, its president, urged upon the board, as the first duty of Baptists, the development of Columbian. Dr. Harper and others, but especially Dr. Harper, came strongly to the support of Chicago, urging in addition to my plea the high probability of success at Chicago, on account of the interest which Mr. Rockefeller had expressed to him about two months before at Vassar and on various later occasions. It is certainly most creditable to the disinterestedness of those whose hearts and whose interests were with Columbian at Washington that in the end they voted unanimously to adopt the policy which I had formulated, and the resolutions, which I had drawn up in advance, committing the society to the attempt to found the proposed institution at Chicago, and instructing the secretary to use every means at his command to forward the enterprise. At the same time, and by the same resolutions, the board expressed its preference for a location within the city of Chicago, rather than in a suburb. The Chicago enterprise, reinforced by the known approval of Mr. Rockefeller and by this adoption as a policy by the Executive Board of the Education Society, was now strong enough to command the interest of Chicago Baptists and of the denomination at large. Consideration of the claims of Columbian, urged by Dr. Welling, was with his consent postponed. I then hoped and believed that this postponement would be permanent, and so in the sequel it proved to be. The City of Washington was not, is not, and I think is not likely to become a suitable place for a seat of learning. I cannot but think that the Catholics and the Methodists have made a mistake, as the Baptists did, in attempting to found a national university at Washington. The population of the city is made up for the most part of government clerks, with no fixed tenure of office. There

is little permanent local wealth. The city is governed by Congress. There is little local pride or enterprise or public spirit. None of the conditions exist in that city which make for the growth and stability of powerful institutions of learning. The government exhibits, departments, libraries, and museums, so often urged as aids to students, will be found on examination to be of little substantial value for such purposes, and can by no means take the place of expensive illustrative material owned by the institution itself for use, and even destructive use, on its own campus. There is almost no point of view from which the plea for Washington, on careful examination, will not be found illusory. In view of the success of the Chicago movement, any attempt to rehabilitate Columbian University at Washington became impossible. The institution at length changed its name, and by a change in charter passed out from denominational control.

In the retrospect, and after the lapse of twenty-five years, it seems to me that the adoption, by the Executive Board of the American Baptist Education Society on the evening of December 3, 1888, of the plan to establish a college, to be ultimately a university, at Chicago, was—in view of Mr. Rockefeller's expressed interest, already secured by Dr. Goodspeed, and nourished by Dr. Harper—the decisive action which resulted in the founding of the University of Chicago eighteen months later. The report of this action, which I sent immediately to all the Baptist newspapers, was favorably received editorially and commanded the approval quite evidently of the rank and file of the Baptist denomination in all parts of the land. Dr. Harper made a full personal report to Mr. Rockefeller, specially emphasizing the unanimity of sentiment among men widely representative of the denomination, many of whom had prepossessions favorable to Columbian. It is quite evident from many things that Mr. Rockefeller's interest in this action was deeply engaged. Almost immediately afterward he sent to the treasurer, of his own accord and without solicitation, a contribution toward the current expenses of the society which some months before he had declined. He began to drop hints to Dr. Harper and to others that the society might become an authoritative agency for his educational giving. On a

letter of introduction from Dr. Harper, he very kindly received me as secretary of the society, for a conversation covering the scope and methods of the society's proposed work, and invited me to accompany him on the same train from New York to Cleveland for further and more detailed conversation. In these talks, the possibilities of the usefulness of the society to the colleges and academies throughout the land were fully discussed. Methods of giving were gone over in detail. The personnel of the board and the activities of the secretary were likewise discussed, and Mr. Rockefeller offered various hints as to methods of procedure. On the subject of contribution to the Chicago enterprise, which I did not at that time press, Mr. Rockefeller was reticent, beyond saying that progress was being made in his mind. The general impression he left with me was that to his mind the plans for Chicago were not clearly enough outlined to justify present action. His practical and cautious mind needed, I imagined, definite and clear-cut plans from authoritative sources, and the first result of the ride together to Cleveland was a determination on my part to secure, if possible, and place before Mr. Rockefeller, a definite plan of an institution which the denomination would be willing to undertake to establish with his aid in Chicago—a plan which should have denominational authority and to which he could definitely answer, on careful inquiry, yes or no. Accordingly, I wrote him the letter still preserved in the file, proposing a conference of certain leading Baptist educators and laymen of wealth and influence, to whom should be committed the duty of defining with precision just what in their opinion—as representatives of the Baptist denomination—should be attempted in Chicago. It should be their duty to estimate the cost, define the nature and degree of denominational control, make suggestions as to wise and proper location of campus, and generally answer every fundamental question in advance. Mr. Rockefeller seized on this suggestion, as I hoped he would, without hesitation. He disclosed interest in the personnel of the committee, the gentlemen were duly invited, and in an all-day session in the city of New York, early in April, 1889, they worked out a clear, well-reasoned, moderate, and sensible plan. This plan was immediately communicated to

Mr. Rockefeller and was later, as we shall see, adopted in substance by the denomination.

Meantime, in February, 1889, six weeks before the meeting of this committee, Mr. Rockefeller, without solicitation, and entirely of his own motion, made a contribution of $100,000 to the American Baptist Education Society for use in its educational work. In this connection, Mr. Rockefeller intimated to various friends, in writing, among them Dr. Harper, that whatever he might do for the University of Chicago he would do through the agency of the American Baptist Education Society; and after the report of the Committee on Plan for an Institution in Chicago had been presented to Mr. Rockefeller, and he had found opportunity for studying it, he formally invited me to visit him in New York on my way to the May Anniversaries to be held that year in Boston.

I duly presented myself in New York three or four days before the Boston meeting, so as to give time for discussing and arranging all the details of the important action I was now confident Mr. Rockefeller would take. My first interview with Mr. Rockefeller was at his home. It was disappointing. He talked only in the way of general review of the situation. He withheld from me for the time his intentions, quite evidently with the purpose of going over the situation once more finally in order to see if there were any weak spots or questions of doubt. On parting, he reassured me somewhat by inviting me to breakfast next morning, and after breakfast we stepped out on the street and walked to and fro on the sidewalk in front of his house, No. 4 West Fifty-fourth Street. It was a delicious May morning. It was agreed that the least possible sum on which we could start, the least sum which could or ought to command confidence of permanence, would be $1,000,000. Of this he said he thought he might give as much as $400,000, if it should be absolutely necessary. I explained to him that it would be impossible for the society to raise $600,000 to his $400,000, or even $500,000 to his $500,000; that nothing less than $600,000 from him to $400,000 from the denomination gave any promise of success. For success we should have to go before the people of Chicago and the West with the thing *more than half done* at the start. Such a proposition they would not,

they could not, allow to fail. Anything less than that would never even get started. It would be doomed to hopelessness and to failure at the outset. "Give $600,000 of the $1,000,000, and everybody would say at the outset: 'This will not, cannot, must not fail; every adverse interest must and will efface itself. The whole denomination, west and east, will rise as one man to do this whether other things are done or not.'" At last, at a certain point near Fifth Avenue, Mr. Rockefeller stopped, faced me, and yielded the point. Never shall I forget the thrill of that moment. I have since then been intimately associated with him. I have seen him give $10,000,000, $30,000,000, $100,000,000, but no gift of his has ever thrilled me as did that first great gift of $600,000, on that May morning after those months of anxious suspense.

After the decisive words, Mr. Rockefeller invited me down to his office to work out the pledge and all the details. I wrote the first drafts of the pledge, and we together worked it over again and again, trying various forms of words until it took the shape in which it stands. The report of the Committee in April, defining the institution to be founded, was put by me in the shape of a series of brief, pointed resolutions. Mr. Rockefeller required that I keep his pledge absolutely confidential until the society should have adopted the resolutions without material change. If the society should fail to adopt the resolutions, committing it and the Baptist denomination to the Chicago enterprise as there outlined, *and doing so without any knowledge whatever of his pledge, doing so in advance of any assurance whatever from him, then the pledge was to be returned to him undelivered.*

I went to Boston and duly presented the resolutions, first to the board which adopted them without change and then to the society itself; and on the adoption of the resolutions, Mr. Rockefeller's pledge was announced and received with wild enthusiasm.

Mr. Rockefeller's pledge of $600,000 toward $1,000,000 required the society to raise $400,000 more within the period of one year. The resolutions fixed the character of the institution. It was to be at the first a college, though it might grow into a university. There might be an academy in connection therewith. The institu-

tion should be located within the city and not without it in a suburb. The site should be not less than ten acres. The president and two-thirds of the trustees were to be Baptists. Both sexes were to be afforded equal opportunities.

It became the immediate duty of the secretary to undertake the raising of the supplemental $400,000, and to see that the terms and conditions agreed upon were fully carried out. I went at once to Chicago, associated with myself in the canvass, Dr. T. W. Goodspeed without whose invaluable aid and assistance there is no reason to believe success could have been achieved. The year's canvass proved successful. A suitable site, meeting all the conditions, was secured. The Board of Trustees was selected. A charter was drawn. The institution was incorporated. The property, including site and pledges, was formally turned over to the board of trustees, and the University of Chicago, with something more than a million dollars of property, came into being. The American Baptist Education Society then withdrew, its work being complete and all the terms on which it had entered upon the undertaking having been fully carried out. No one at that time, unless it be Mr. Rockefeller himself, was gifted with prophetic dreams of what the infant institution was so soon to become.

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CHAPTER I

THE PREPARING OF THE WAY

The history of the University of Chicago cannot be made fully intelligible without a review of some of the earlier movements in Chicago and elsewhere which prepared the way for it and led to its establishment. Men of the generation preceding its birth labored and the University entered into their labors. It grew out of a soil made rich and productive by earlier institutions. Not all these men and movements, indeed, can be considered in this record. Any attempt to include in it all the men and measures that sustain some causal relation to the University would lead too far afield. But there are certain outstanding institutions and agencies, individuals and efforts which demand consideration.

Not least among the institutions was the first University of Chicago. There was such an institution, quite distinct from and antedating by thirty-four years the present University. It was established under the same religious auspices; it bore the same name; and it created throughout a wide constituency an inextinguishable desire and purpose that that name and all it stood for should not perish.

In 1856 the population of Chicago was eighty-four thousand, and the assessed valuation of property real and personal was twenty-nine million dollars. Contrary to the general impression, its people were idealists. Combined with a boundless faith in the future of the city there was a remarkable spirit of idealism and altruism which conceived and planned and executed noble schemes for the higher life of Chicago and the West. Just before this time, out of this spirit had sprung the Northwestern University. In this very year, 1856, steps were being taken for founding the Chicago Theological Seminary, and for bringing to the city what became the McCormick Theological Seminary. It was at this time that the Academy of Sciences and Hahnemann College originated. The Old Settlers Society had just been organized. In 1856 the Garrett

Biblical Institute was opened, the Chicago Historical Society was organized, and the first city high school began its work. In 1858 St. Luke's Hospital was founded. These were a few only of the organizations of education, charity, and religion that were conceived or actually founded during the period from 1855 to 1859. The Chicago of that period was a city of vision, of idealism, of philanthropy. To all its other contributions to the higher life, the young, poor, but prosperous and growing city added with enthusiastic liberality the founding of the first University of Chicago.

The first University originated in a grant, by Senator Stephen A. Douglas, in 1856, of ten acres of land "for a site for a University in the City of Chicago." This site was on the west side of Cottage Grove Avenue, a little north of Thirty-fifth Street. The site was first offered to the Presbyterians, but failed to awaken interest among them. Rev. John C. Burroughs, D.D., was, at the time, pastor of the First Baptist Church, Chicago, and, while considering a call to the presidency of Shurtleff College, Upper Alton, Illinois, he learned of this proffer to the Presbyterians and of their apparent indifference to it. He at once conceived the purpose of securing the gift for his own denomination. This he accomplished, and in 1856 Mr. Douglas conveyed the site to a board of trustees. The first meeting of the trustees was held July 14, 1856.

As the donor of the site required the immediate erection of a building to cost one hundred thousand dollars, a subscription was at once started. In less than three months a hundred thousand dollars was subscribed, and within two years the subscriptions aggregated two hundred thousand dollars. In January, 1857, the institution was incorporated as The University of Chicago, receiving a charter by act of the state legislature. The cornerstone of the building was laid on the fourth of July of the same year.

Then came the panic of 1857. Most of the subscriptions, given in good faith, became worthless, and work on the building was discontinued.

The project, however, was not abandoned. Dr. J. C. Burroughs was elected president on July 3, 1857. Declining to accept this first election, on September 8, 1858, he was re-elected. He then sought to persuade the trustees to elect a professor in Brown

University. They declined and reaffirmed their choice of him. He then prevailed on them to offer the presidency to Dr. Francis Wayland who had recently retired from that position in Brown University. In the meantime Dr. Burroughs accepted the position of vice-president. Dr. Wayland, however, declined, and on July 22, 1859, Dr. Burroughs was again elected president and consented to serve.

On July 15, 1858, the trustees voted to resume work on the building, but to erect the south wing only. Work proceeded so rapidly that the building, afterward known as Jones Hall, in recognition of the generous interest of William Jones in the University, was completed in February, 1859. So uncollectible, however, were the subscriptions, that, although the south wing cost only thirty thousand dollars, in order to pay for its construction the trustees felt compelled to borrow twenty-five thousand dollars, and to do this it was necessary to mortgage the site. This was done with the full consent of Mr. Douglas.

The institution opened its doors to students in the autumn of 1858 in St. Paul's Universalist Church which then stood on the corner of Wabash Avenue and Van Buren Street. In addition to Dr. Burroughs there were two professors, LeRoy Satterlee and A. H. Mixer, the latter of whom, an accomplished scholar and an inspiring teacher, remained with the University for eight years. There was a small Freshman class and a preparatory department. Soon after the completion of Jones Hall the work of instruction was transferred to its lecture-rooms and the students began to occupy the spacious and well-furnished dormitory rooms. The building was dedicated July 21, 1859, Senator James R. Doolittle of Wisconsin delivering the dedicatory address. On September 19, 1859, the new University opened its first full year in the new building with Sophomore and Freshman classes and a preparatory department. In the autumn of 1859 a School of Law was established under the presidency of Henry Booth, assisted by Hon. John M. Wilson and Judge Grant Goodrich. From this time forward the educational work of the University was carried on with wisdom and success. The professors were superior teachers, some of them of wide reputation. The foremost citizens of Chicago were mem-

THE OLD UNIVERSITY OF CHICAGO

bers of the Board of Trustees, and many of them were deeply interested in the welfare of the institution. The city began to feel a pride in it. The best families sent their sons into its classes. The first catalogue of the University was issued in the summer of 1860. It showed that in the college there had been two classes, and that the Sophomore class numbered eight and the Freshman class twelve. The preparatory department had one hundred and ten pupils and the Law School attendance had been forty-eight, making a total of one hundred and seventy-eight. The following year the number increased to two hundred and twenty-five. Then came the War of the Rebellion. More than one hundred students enlisted. Nevertheless, in 1861–62 there were one hundred and eighty-four students; in 1864–65 the attendance reached two hundred and one, and in 1866–67 it numbered two hundred and ninety-one. At this time the faculty comprised fourteen members.

On the death of Senator Douglas in the spring of 1861 the trustees determined to make the main building a memorial of him as the founder of the University, and to take measures for its erection. In 1863, through the agency of Thomas Hoyne, the Chicago Astronomical Society, formed December 24, 1862, secured the largest telescope which had been produced up to that time, and Mr. J. Y. Scammon offered to build an observatory in which it might be mounted in connection with Douglas Hall. The trustees accordingly voted on July 7, 1863, "that steps be immediately taken for the completion of the main building of the University, the *erection of which has become indispensable to the proposed Observatory*." The Observatory was built by Mr. Scammon at a cost of about thirty thousand dollars. The telescope, dome, etc., costing about eighteen thousand five hundred dollars, were the contribution of the Astronomical Society. The building was named Dearborn Tower, Dearborn being the maiden name of Mrs. Scammon. The main University building, Douglas Hall, had cost one hundred and twenty-two thousand dollars. When work on it was suspended it was estimated that it would require over thirty thousand dollars to complete the building. It was built, not to accommodate increasing numbers of students—the attendance for 1862–63 showing a falling off from that of the preceding year of more than fifteen

per cent—but because it was "indispensable to the Observatory," which, with the telescope and equipment, cost a little more than one-third as much. A subscription of ninety-two thousand dollars was raised for Douglas Hall, not all of which was collected, so that it probably added over forty thousand dollars to the indebtedness. It was a large and imposing structure with a lofty tower in front and the Observatory in the rear. On July 1, 1864, the liabilities of the University were reported to be sixty-four thousand eight hundred dollars, on July 1, 1865, ninety-two thousand dollars, and on September 1, 1869, they were reported at one hundred and thirty-five thousand, three hundred and forty-five dollars. Notwithstanding this large indebtedness, however, the trustees were by no means discouraged. Dr. Burroughs had recently reported new subscriptions of over a hundred thousand dollars. There were other assets available for the payment of these obligations amounting to twenty-five thousand dollars. Additional subscriptions were being sought and obtained. There were in all departments three hundred and forty-four students. The institution enjoyed the confidence and was receiving the generous co-operation of the citizens, and there was much in the outlook to encourage its trustees and friends.

The trustees, however, realized that extraordinary measures must be taken and the most strenuous exertions made to relieve the institution from the burden of its liabilities. It is due to them to say that, when they proceeded with the erection of the main building, they supposed they were making ample provision for its cost. Unhappily the cost was at least sixty thousand dollars greater than expected, and the trustees found themselves unexpectedly burdened with a crushing indebtedness. Most determined efforts were made to raise funds, and considerable progress was made with a subscription conditioned on a sufficient amount being secured to provide for the indebtedness. Just when everything indicated the ultimate success of these efforts, the great fire of 1871 destroyed the business district and a large part of the residence section of Chicago. This disaster was followed by the panic of 1873 and the fire of 1874. These calamities were peculiarly disastrous to the University. They destroyed all hope of the

work of completing the conditional subscription toward the payment of the debts. They rendered worthless a large proportion of the subscriptions which had been secured without conditions. They so dissipated the resources of some of the ablest of the trustees as to deprive the University of a hundred thousand dollars of endowments which had been pledged by them. This process of financial ruin was completed by a succession of dissensions within the Board of Trustees which continued through ten years and resulted in alienating a large part of the friends and supporters of the institution and depriving it of the sympathy and support of the general public.

The site and buildings had been mortgaged to the Union Mutual Life Insurance Company of Maine for one hundred and fifty thousand dollars. With accrued interest added, the amount due the Insurance Company at the beginning of 1878 was one hundred and seventy-four thousand dollars. The Company agreed to accept one hundred thousand dollars as a discharge of the whole debt, giving one year as the time in which to raise it, the interest to be at 4 per cent. Should further time be needed, six months additional were to be allowed for what might remain unpaid at the end of the year. Although strenuous efforts were made to take advantage of this extraordinary opportunity, they failed, and with this failure all real hope of saving the institution and perpetuating its work ended. The mortgage was foreclosed at the beginning of 1885 and the property was bid in at the sale by the Insurance Company for two hundred and ninety-one thousand dollars. One more plan was devised in 1886 by a board of hopeful men, a plan more ambitious than any that had preceded it. It contemplated the raising of two hundred and ninety thousand dollars for redeeming the property, ten thousand dollars for current expenses, fifty thousand dollars for repairs, apparatus, etc., and one hundred and fifty thousand dollars as the foundation of an endowment fund—five hundred thousand dollars in all. It being found, however, that the paltry sum of ten thousand dollars for current expenses could not be raised, it was decided to bring the educational work of the University to an end, and the Commencement of June 16, 1886, closed the work begun with so much hope twenty-eight years

before. Three endowments amounting to forty-one thousand five hundred dollars and an unknown amount contributed for scholarships had been absorbed in current expense and building disbursements.

But this financial story is very far from being the whole of the history of the first University of Chicago. It had an interesting and fruitful educational career. The charter of the University, said to have been written by Senator Douglas, certainly approved by him, named twenty men, a majority of them being members of Baptist churches, as the first trustees, and provided that "a majority of the trustees and the President of the University shall forever be of the same religious denomination as the majority of this corporation." It then stated that otherwise than this, "no religious test or particular religious profession shall ever be held as a requisite for admission to any department of the University, or for election to any professorship, or other place of honor or emolument in it, but the same shall be open alike to persons of any religious faith or profession." The University was conducted throughout its history in a most liberal spirit, being universally recognized as a Christian, but not at all as a sectarian, institution. Many of the most distinguished citizens of Chicago were members of its Board of Trustees and deeply interested in its welfare.

Stephen A. Douglas was president of the Board of Trustees till his death in 1861. William B. Ogden succeeded him and remained president until his death sixteen years later. Dr. Burroughs, the first president of the University, continued in that office until December 30, 1873. He was later appointed chancellor and filled that position until 1877. On the resignation of the presidency by Dr. Burroughs, the Hon. James R. Doolittle, lawyer, judge, senator, who had been a trustee for seventeen years, was made acting-president *ad interim*, serving until Dr. Lemuel Moss was elected president in July, 1874. Dr. Moss was an able man, but he continued in office only one year. In December, 1875, Alonzo Abernethy was elected president and entered upon his duties in September, 1876. Mr. Abernethy was an alumnus of the University, of the class of 1866, had been elected to the legislature of his state, Iowa, before his graduation, and at the time of his election

to the presidency was superintendent of public instruction in Iowa. He was a man of high character and ability, lacking only self-appreciation. His administration was wise and successful. When, however, the great opportunity came in 1877–78 to discharge the debt to the Union Mutual Life Insurance Company by raising one hundred thousand dollars, his modesty led him to retire, in the hope that a successor might be found who would bring such prestige and influence and financial skill to the service of the University as would insure the success of the effort to remove the liabilities that were crushing out its life. Dr. Galusha Anderson succeeded to the presidency in the spring of 1878. Dr. Anderson inherited a divided constituency and an alienated public. He did all that industry and ability could accomplish, but, at the time when the University's opportunity came, the public simply would not contribute. Every device was employed and every effort made, but the people turned a deaf ear to all appeals. At this supreme moment all that could be raised in twelve months was hardly one-fourth of the amount required. This was really the last opportunity of rescuing the University from impending destruction. Yet the President and professors labored on with such courage as they could command. Dr. Anderson held on till the site and buildings fell into the hands of the insurance company, filling the position of president seven years and seven months. The trustees, however, were not ready to give over the struggle and Dr. George C. Lorimer acted as *ad interim* President during the last year of the University's life, 1885–86. In April, 1886, the trustees elected to the presidency Dr. W. R. Harper, afterward President of the present University of Chicago. Seeing no hope for the future of the institution, Dr. Harper declined the position and a few months later, in June, 1886, the educational work was discontinued.

In the real work of an institution of learning the first University of Chicago must be regarded as successful. It had a good faculty. It did educational work of a high grade. During the twenty-eight years of its educational work the University enrolled perhaps five thousand different students in its preparatory, college, and law departments.

Although the University always had good teachers, owing to its poverty, lack of libraries and apparatus, and narrow range of instruction, it failed to attract the attendance of students it would have commanded had it been able to offer greater advantages. Counting law, college, and preparatory students, it enrolled in 1869–70 three hundred and forty-six students. Student life and student activities were as interesting, varied, and energetic in the University as in other colleges. When in 1873 the trustees opened the college classes to women, its variety and interest were not diminished. Student societies abounded. Student publications were issued, notably the *Volante*, the students' monthly, which, beginning in 1871, was vigorously sustained to the end. The University graduated from its college classes during the twenty-eight years of its educational history three hundred and twelve students. From among them rose capitalists, bankers, editors, ministers, missionaries, lawyers, professors, judges, presidents of colleges, men successful, some of them eminent, in all the activities of life. On the organization of the Board of Trustees of the new University of Chicago the alumni of the Old University were made alumni of the new, their degrees being re-enacted, and they entered cordially into the new relation. But they still retained their loyalty to the first University and held annual reunions in its honor.

The first University of Chicago was not a large institution. It had a troubled history. But it produced a profound conviction that Chicago was the predestined seat of a great institution of learning and the inextinguishable desire and unalterable purpose that a new university, built on more secure foundations and offering better and greater facilities, should succeed the old one. It was this interest and this desire and this purpose that, when the time came and the call for offerings was made, brought so great a response. The first university was an essential factor among the forces, the conjunction of which prepared the way for, and combined eventually to create, the present University.

The second of the institutions which helped to prepare the way for the university, and one not less important than the first, was the Baptist Union Theological Seminary. The first University had no sooner begun its work than students for the ministry

began to appear in its classes, and to call, as the day of their graduation drew near, for theological instruction. To this call a response was first made by the organization, in 1861, of the Theological Union of Chicago, to provide facilities for the theological education of the young men connected with the University. On August 13, 1863, the preliminary organization was merged in what became the permanent and productive one, "The Baptist Theological Union, located at Chicago." The Union was first incorporated under a general law, but on February 16, 1865, was given a charter by special act of the legislature. Its object was declared to be "the founding, endowment, support, and direction of an institution for theological instruction." Some preliminary work in instruction was done by Dr. Nathaniel Colver, who also secured from W. W. Cook of Whitehall, New York, and Mial Davis and Laurence Barnes of Burlington, Vermont, a contribution of seven thousand five hundred dollars. Substantial contributions were made by the Colgates of New York and M. L. Pierce of Lafayette, Indiana, and a financial foundation was begun. In September, 1866, the trustees voted "that Rev. G. W. Northrup, D.D., professor of Ecclesiastical History in the Rochester Theological Seminary, be invited to the professorship of Systematic Theology, to enter upon full service at the close of the current Seminary year in Rochester, and *the chair in the meantime to be endowed.*" Two months later the trustees of the University invited Dr. Northrup to assume charge of the President's chair of that institution, Dr. Burroughs to turn his attention "for an indefinite time" to the raising of funds. It was further "resolved that this tender is made to Prof. Northrup on condition that he *shall continue to fill the office of President of the University until the chair of Systematic Theology in the Theological Seminary is fully endowed.*" Had this plan been carried out, history would have been changed. Dr. Northrup would have continued in the presidency of the University at least seventeen years, as his professorship was not endowed till 1883, and many things would have been different.

Dr. Northrup was a great executive and a great teacher. He entered upon his term of service with the Seminary (the proposed relation to the University having fallen through) in the summer of

1867. In 1869 he was made president and continued to administer the institution with great wisdom and ability until the end of its separate existence in 1892, when he insisted on giving up the headship. In November, 1866, Dr. John B. Jackson was called from a pastorate in Albion, New York, to the chair of church history, and did most useful service, during the succeeding year, in soliciting funds for the infant institution. In the two or three years preceding the formal opening of the institution several agents had been engaged for brief periods in this work. A considerable number of small notes and a few larger subscriptions had been secured, when, in October, 1867, Dr. G. S. Bailey began a financial service which continued through seven and a half years. Additional agents were associated with him for brief periods and earnest efforts were made to accumulate an endowment. A contribution of thirty dollars constituted the giver a life member of the Theological Union, and a very large number of thirty-dollar notes, payable in five annual instalments, was secured. Larger amounts were sought and subscriptions of a hundred dollars were obtained in considerable numbers. But the subscribers generally caught at the thirty-dollar life-membership plan. When several hundred thousand dollars are needed for an endowment it cannot be secured by thirty-dollar subscriptions. To care for the current expenses and secure the endowment would have required so many thousands of these small pledges that the effort was foredoomed to failure. Many, having given a thirty-dollar note, soon grew indifferent and ceased to pay the annual instalments; many moved and were lost sight of; others died, and still others were unable to pay. While, therefore, these small notes multiplied, and assets *seemed* to grow, the actual resources of the institution did not increase.

The formal opening of the new Seminary took place on October 2, 1867. The course of study was to cover three years, Junior, Middle, and Senior. The first year there were two classes, Junior and Middle, with twenty students. The main building of the Old University had just been erected and there were in it ample accommodations for many more students than both institutions had, or were likely to have for years to come. The University sorely needed the rent the Seminary would naturally pay for the rooms

used by its classes. The Seminary had no funds and no prospect of securing any large amount of contributions for building purposes. It needed no building of its own so imperatively as to justify its trustees in incurring a large debt to provide one. The two institutions, had they consulted the state of their treasuries, and their financial prospects, would have occupied the University buildings together for an indefinite period. The colossal nature of the blunder committed by the University in erecting its main building, and thus incurring debts that finally crushed it, had not, at this time, 1867, become apparent. It was in the full tide of success, with a magnificent new building, the confidence and generous co-operation of Chicago, and an apparently splendid future. The Baptists of the city were prosperous. Their churches were growing. They were proud of their educational institutions and looked forward to a great and influential future. It was not to be thought of, therefore, that the new Seminary should not have a building of its own. Before the work of instruction began architects were employed. The trustees were prudent men, and it must be said for them that they fully intended to build so modestly that there would be no question about their ability to finance the enterprise. Four months after the opening of the work of instruction, plans for a building were submitted which the trustees were assured would cost thirty-six thousand, five hundred dollars. This sum, it was felt, could be raised. The trustees, indeed, subscribed most of it themselves, and the building was erected. When it was finished the cost was found to be sixty thousand dollars! Desperate efforts were made to raise the money, but in the end it became necessary to issue bonds to the amount of thirty thousand dollars, bearing interest at the current rate of 8 per cent! The erection of this building was almost as fatal to the Seminary as the building of Douglas Hall was to the University. The debt hung round its neck like the old man of the sea for twenty years, all the time threatening its life. Additional agents were appointed, there being at times three or four soliciting funds in different parts of the country. Five-year, thirty-dollar notes accumulated in the treasury (with a few for larger sums) until, in 1874, their aggregate amount was reported at one hundred and thirty-five thousand, five

hundred and ninety dollars. They were reckoned among the assets at that sum. But with this large amount of notes, and with some other resources, and with agents soliciting new funds, not only could no progress be made in reducing the indebtedness, but it became impossible to meet the current expenses. Under these circumstances the trustees accepted, from the Blue Island Land and Building Company and others, an offer of lands and a building at Morgan Park, a suburb thirteen miles south of the business center of Chicago, and the Seminary was transferred to the new location in 1877, just ten years after the beginning of its work.

In 1876 Thomas W. Goodspeed left his position as associate pastor of the Second Baptist Church, Chicago, to undertake the procuring of an endowment. A good beginning was at once made, about fifty thousand dollars being secured during the winter and spring of 1876. The demands for money to care for the debts and pay the current expenses were so imperative, however, that efforts to secure endowment funds were temporarily laid aside. After reaching fifty thousand dollars the debts were slowly reduced year after year, and in 1881 the time came for a supreme effort to increase the endowment. E. Nelson Blake, the president of the Baptist Theological Union, who had long been a most generous contributor to the Seminary, subscribed thirty thousand dollars, on condition that one hundred thousand (including his pledge) should be raised in good subscriptions, in the region west of Ohio, by the time of the next Commencement in May, 1882. This having been successfully accomplished, an effort to raise a second hundred thousand dollars was immediately begun. John D. Rockefeller, who had become interested in the Seminary, led the way, giving forty thousand dollars. The raising of the second hundred thousand dollars was completed in December, 1883. The endowment now amounted to a quarter of a million dollars and the Seminary was believed to be permanently established.

The Theological Seminary enrolled twenty students during its first year, 1867–68. Six years later the attendance was fifty. Early in the seventies Scandinavian students began to appear, and in 1873 J. A. Edgren was appointed agent to raise an endowment for a Scandinavian chair of which he was to be the occupant.

Danish, Swedish, and Norwegian students increased. The endowment was not secured, and the Board was compelled to assume the support of Professor Edgren as well as that of a new and growing department. Thus, while the Seminary was struggling for existence, it took upon itself the additional burden of this new department and several thousand dollars of annual expense. In 1884 Dr. Edgren withdrew, taking the Swedish students with him, with a view of establishing an independent Swedish institution. The Danes and Norwegians remained. In 1888 the Swedes, not succeeding as fully as they had hoped with their independent school, returned and resumed their connection with the Seminary, which thenceforth had three departments—the American, the Danish-Norwegian, and the Swedish. There were in 1891 seven men in the American faculty, three in the Danish-Norwegian, and three in the Swedish. It goes without saying that the resources of the Seminary were utterly inadequate for meeting the large annual outlay required. Praiseworthy as was the spirit which led to the re-establishment of the Swedish department, from a business point of view it was wholly indefensible. The income of the Seminary, notwithstanding its endowment of a quarter of a million, again became, owing to these new departments, quite inadequate.

The Theological Seminary always had loyal and generous friends. It always had an able, conservative, interested, and faithful Board of Trustees. The Board always conducted its work with the utmost harmony. Struggling with difficulties through many years, sometimes fighting an almost hopeless battle, these men were accustomed to make their actions unanimous, and were always found fronting their troubles shoulder to shoulder. And it was thus they won out in the end. They won and retained the confidence of the people. A united board had behind it a united denomination. John D. Rockefeller became interested in the fortunes of the Seminary in the early eighties. For nine years he served as vice-president of the Theological Union. He rivaled E. Nelson Blake in his contributions, continuing these from 1882 up to the union of the Seminary with the new University. As late as 1890 he arranged with President Northrup for a contribution of fifty thousand dollars toward an additional hundred thousand

endowment, giving at the same time six thousand, five hundred dollars for the current expenses. The proposed gift for endowment was later superseded by a contribution of two hundred thousand dollars for the Seminary in the agreement for the union of the two institutions, the Seminary and the University.

Throughout the twenty-five years of its independent existence the Seminary always had an excellent faculty. It was fortunate in having, during the entire period, that prince of teachers, Dr. G. W. Northrup, who was equally at home in the realms of homiletics, church history, and theology. Dr. William R. Harper was called to the chair of Hebrew on January 1, 1879, and developed those extraordinary teaching and administrative gifts which made him, a few years later, President of the new University. Dr. Eri B. Hulbert became professor of church history in 1881, and on the resignation of the presidency by Dr. Northrup in 1892, he was made Dean of the Seminary, which then became the Divinity School of the University.

The first considerable collection of books secured by the Seminary was the Hengstenberg library of twelve or thirteen thousand volumes. Later the library of Dr. George B. Ide was purchased. This was a collection of three thousand volumes. Still later the valuable collection known as the American Bible Union Library, comprising about five thousand volumes, was received.

The curriculum of the Seminary was, at the outset, the traditional one of the theological schools of the period, and included theology, church history, New Testament Greek, Hebrew, and homiletics. Gradually the course was enlarged. Lecturers on special subjects were secured. A fourth year for graduate students was added. Elective and optional courses began to be offered. In 1890–91 twenty-three such courses were open to the students. The school was alert and adapting itself to the changing times, with their new and increasing demands.

It was feared by some that the removal from the city to Morgan Park in 1877 would interrupt the growth and development of the Seminary. The event showed that there was no ground for this fear. During the first year at Morgan Park there was an attendance of sixty-five students. Five years later there were ninety-

four. In another six years the attendance had reached one hundred and thirty-three, and in 1891–92 it became one hundred and ninety. While the Seminary was at Morgan Park its endowments were secured. Two additional buildings were erected and paid for; a library building costing ten thousand dollars, and a chapel and recitation building, called, in honor of E. Nelson Blake, Blake Hall, costing thirty-three thousand dollars. Thus the Theological Seminary, continually increasing its equipment and growing in its attendance, in influence, and in the public confidence, rounded out a quarter of a century of history, having during that period enrolled above nine hundred students. At the end of twenty-five years, the Old University having been succeeded by the new University of Chicago, the Baptist Union Theological Seminary became the Divinity School of the University and entered on a new career.

The entire history of the Seminary emphasized the conviction of the importance of Chicago as an educational center. The men having its interests in charge realized more profoundly than anyone else could do the greatness of the loss of the Old University. That institution had been the preliminary training-school for large numbers of its students. It needed beyond measure such a training-school to prepare students for its classes. A new university was felt by all its friends, and most of all by its officers of administration, to be indispensable to its highest usefulness. To them, it was a thing not to be thought of that there should not exist a college or university in immediate proximity to the Theological Seminary. They gave themselves therefore to the founding of a new university with a determination that no one else could feel. This interest and purpose were controlling factors in forwarding the movement for the new institution. And a great constituency ready to follow where they led was behind the Seminary and its friends.

But it was not institutions alone that were important factors in preparing the way for the University. There were men who were not merely important, but essential factors in that preparation. It goes without saying that chief among these was John Davison Rockefeller. He was one of those men who change history. It fell to him to alter for the better the future of mankind; not through

his business successes, save as these were one condition of all that followed, but through his philanthropies, which extend round the world, and are so organized that they will continue to influence, and, in ever-widening circles, to bless the human race. To say the least that can be said, our race will be a healthier, a more intelligent, and therefore a happier race because he lived. When, on November 8, 1892, the Board of Trustees "voted unanimously that, in recognition of the fact that the University owes its existence and its endowment to Mr. Rockefeller, the words 'Founded by John D. Rockefeller' be printed in all official publications and letterheads under the name of the University, and be put upon the Seal," it expressed far less than the full truth. Other institutions have been founded by some particular man. They might have been founded by some other man just as well. But there was no other man to do for the University of Chicago what Mr. Rockefeller did for it. Without him an institution of education of some kind might have been established in Chicago, but nothing resembling the University of Chicago would have existed.

John D. Rockefeller was born at Richford, New York, on July 8, 1839. His family removed to Cleveland, Ohio, in 1853. After two years' further study in the public schools, the boy, then fifteen or sixteen years old, became a clerk and bookkeeper in a commission house. In 1858 at nineteen years of age he put all his savings, about eight hundred dollars, with ten or twelve hundred dollars borrowed from his father, into a commission business. This prospered and expanded into a commission and oil business. Largely through Mr. Rockefeller's agency the Standard Oil Company was organized in 1870, with him as its president. The business prospered prodigiously and Mr. Rockefeller soon became known as a very wealthy man. He had been brought up to give regularly a part of his income to causes of religion and benevolence. He had united with a Baptist church in Cleveland while a boy and became a deeply religious man and greatly interested in philanthropic causes. As his fortune increased, his contributions for benevolence multiplied. In 1882 the Baptist Union Theological Seminary began its effort to secure a second hundred thousand dollars of endowment. Through Rev. Dr. S. W. Duncan, a former

pastor and warm personal friend of Mr. Rockefeller, his attention was called to the needs of the Seminary, his interest awakened, and he began to give generously to that institution. When the Old University of Chicago discontinued its work in 1886, Mr. Rockefeller was looked upon, not only as the wealthiest of American Baptists, but also as one of the most liberal givers in the world. It was therefore inevitable that Baptists in Chicago, who felt humiliated over the loss of their University and deeply interested in the rehabilitation of their educational work, should turn to Mr. Rockefeller in their adversity and entreat his assistance. The matter was first brought to his attention by T. W. Goodspeed, then secretary of the Seminary, in a letter written April 7, 1886, three months prior to the final closing of the Old University. Professor W. R. Harper then occupied the chair of Hebrew in the Baptist Union Theological Seminary at Morgan Park. He had received a call to a professorship in Yale, and was inclined to accept it. Mr. Rockefeller learned of this and was so much interested that on April 5, 1886, he sent the following letter to Mr. Goodspeed:

> I should have written you several days ago that a party came to me from Yale, desiring an interview in reference to an effort making to get Professor Harper into that institution. I did not see him, and intended to let you know at once of that movement, not knowing whether you were advised of it, and not supposing you would be willing to let him go.

In 1882, and thereafter, Mr. Goodspeed had frequently met or been in correspondence with Mr. Rockefeller in the interest of the Theological Seminary. In connection with these conferences and letters Mr. Rockefeller became a frequent and generous contributor to the endowment, building, and current-expense funds of the Seminary and felt a genuine interest in its welfare. Mr. Goodspeed, though he represented the Theological Seminary, had become deeply concerned about the Old University which in the spring of 1886 was staggering to its fall. Though it was not, strictly speaking, his business, he made it his business, and from the above date exerted all his influence and improved every opportunity in seeking to bring about the re-establishment of the University of Chicago. All this will explain why Mr. Rockefeller was

so much interested in the Yale movement to take Professor Harper away from the Seminary at Morgan Park, why he wrote to Mr. Goodspeed on the subject, and why the latter began at this early date to write to Mr. Rockefeller proposing the establishment of a new University of Chicago. Mr. Goodspeed's answer to the letter quoted above was the first approach made to Mr. Rockefeller on the subject of a new University, and throws light on an interesting moment in the life of Dr. Harper. After a statement relating to Dr. Harper and the invitation to Yale, and a proposal that he should assume the presidency of the Old University of Chicago, now about to close its doors, and re-establish it at Morgan Park, a statement which is quoted in the chapter on "The First President," the letter continued as follows:

There is a profound interest felt by very many Western men in the re-establishment of the University. The time has come, we believe, when the hope of saving the old property has been generally given up, and when a feasible plan of re-establishing the work in a new location will be welcomed.

We, who are connected with the Seminary, feel that the destruction of the University would be an unspeakable calamity, that this great center is the place above all others for building up a great and powerful University. We believe this feeling is very general, and a clear-cut, practicable plan, with a competent leader, would be hailed with interest by the denomination and receive liberal co-operation. . . . .

The circumstances seem to us to point to Dr. Harper as the providential man. Yale is pressing him for a decisive answer. They have just written urging him to accept within 20 days. We feel that matters are in a very critical shape. We want to save him to our denominational work (and to the Seminary as far as possible) and we want to save our University and re-establish it. We know that he has all the qualifications to lead in this undertaking, immense capacity for work, great abilities as a scholar, boundless courage, eminent gifts as an organizer and administrator, fitness for reaching men and securing their confidence and help, and that he is a born teacher, who can call students about him and command their love and admiration and get all the work out of them of which they are capable. He would make a live institution and in a few years crowd it with students.

We feel tremendously in earnest in this matter. We could easily excuse ourselves and say "we are only responsible for the Seminary and others must look after the University." But we are not able to do this, and feel as great an anxiety about our University work as about the Seminary. . . . . We are getting our own work on solid ground and we cannot sit down and congratulate ourselves and see the University perish.

I should not have thought of writing all this had not your letter come at just this time. But your expression of interest has led me to feel that I ought to state the whole case to you. I fear we are certain to lose Dr. Harper, unless he can see that by remaining here he can do this great service to the denomination. He is a man of such varied attainments and great capacity that he needs some large work like this to do. Our Seminary can no more hold him long within its limits than your first Refinery could hold you, if you will pardon the comparison. He certainly has a great future. We must, if possible, lead him to devote his life to the service of our denomination. He is only thirty years old and what may he not do for us and for the cause of Christ! We have not so many men of eminent abilities that we can spare such a man to Yale and the Congregationalists.

It goes without saying that there was no basis in this letter for any action on the part of Mr. Rockefeller. The Old University was still in operation, although its end was evidently near. To the foregoing letter Mr. Rockefeller replied on April 13, 1886, expressing his great interest in having the services of Dr. Harper retained by the Seminary, and made the following reference to the University proposals:

I really do not know what to say about the University. I realize, of course, it is desirable, very, for the Seminary to have it continue.

Thus ended the first presentation to Mr. Rockefeller of a possible new University of Chicago.

And now a new factor entered into the situation. A few men, interpreters of a widespread and profound interest in the restoration of its educational work by the Baptist denomination, were in frequent consultation as to ways and means by which this might be accomplished. They could not rest. Soon after the University closed its doors, Dr. P. S. Henson, pastor of the First Baptist Church, Dr. J. A. Smith, editor of *The Standard*, and Mr. Goodspeed united in renting a building in which some of the professors continued for a year the preparatory-school work, doing also the work of the Freshman year, with a Freshman class of seven or eight. In all the classes there were about sixty in attendance. These men assumed this burden that they might test the question, during the year, of the possibility of re-establishing university work in a new location. On October 1, 1886, three months after the closing of the Old University, they united in a letter to the Blue Island Land

and Building Company, which had large real estate holdings at Morgan Park. In this communication they stated that they, with others, were interested in the establishment of a university at Morgan Park and appealed to the company to contribute a site, and, as the institution would be coeducational, to provide two buildings, the promoters of the enterprise engaging to raise one hundred thousand dollars as an initial endowment and to increase this sum as rapidly as possible. The negotiation thus begun contined for more than two years. The Baptist pastors became interested. Meetings were held. A provisional University committee was appointed with Dr. George C. Lorimer, pastor of the Immanuel Baptist Church, as chairman. George C. Walker, president of the Land and Building Company, and later a most useful trustee of the new University, was a member of Dr. Lorimer's congregation. From the first, Mr. Walker, whose father, Hon. Charles Walker, had been one of the founders of the Old University, manifested a deep interest in the project, and through his influence it finally assumed in the summer of 1888 the following form. The company and Mr. Walker offered a site of about thirty acres, lying high along a finely wooded ridge, together with a building then being used for a school for girls and twenty-five thousand dollars for a new building. These proposals aggregated in value a hundred thousand dollars or more. While these negotiations were going on, and indeed in close connection with them, appeals to Mr. Rockefeller continued to be made, which he was not unwilling to receive and consider, as the following excerpts show.

Mr. Goodspeed to Mr. Rockefeller, December 28, 1886:

. . . . If you will give me your permission to do so, I would like to lay before you the proffers we have for a new University at this point and to ask you to consider the question of aiding in its establishment. It lies very near the hearts of some of us here, but I will not approach you with it without your consent.

Mr. Rockefeller to Mr. Goodspeed, December 31, 1886:

Yours of the 28th is at hand. There is hardly a chance that I could give the least encouragement for assistance in respect to the University, but I will carefully read the communication you suggest. . . . .

Being thus not encouraged, but permitted, to lay the case before Mr. Rockefeller, Mr. Goodspeed did so, writing on January 7, 1887, a long letter, of some two thousand words. After going over the whole case very fully, the letter says:

This then is what I should like to ask you to do. Offer one hundred thousand dollars for the founding of this new University, with the express stipulation that one hundred thousand more shall be raised at the earliest moment possible, but let your offer become binding as soon as fifty thousand dollars shall be secured in cash or income producing assets . . . . We must have either fifty thousand dollars or a hundred thousand dollars from some one man, and I know no man living to apply to for such sums for such a purpose except you. . . . . We have here a great necessity, a great opening, a great opportunity. . . . . Prof. Harper, who is now here, wishes to be considered as joining me in this letter. . . . . I believe that a more important and promising project was never brought to any man's attention. I am sure you will consider what I have said. Do not refuse my request until you are clear it is the thing to do.

This appeal was reinforced by a letter from Dr. Harper to Mr. Rockefeller written from New Haven, January 11, 1887, from which the following is quoted:

I had the privilege last week of hearing read a letter written by Dr. Goodspeed to you concerning the affairs of the University of Chicago. As you know, I am now at a distance from Chicago and my interests are in a different work. . . . . I cannot add anything to what Dr. Goodspeed has said, but I can express the conviction that in my opinion there is no effort which would accomplish greater good than the establishment of such a University. It is a great mystery to me that men have not seen this and acted upon it. With a good financial basis there is almost nothing which could not be accomplished at this point. It is safe to make the prediction that in ten years such a University would have more students, if rightly conducted, than Yale or Harvard has today. I am now an entirely disinterested person. It is, however, my sincere hope, that some man like yourself will be led to look at this thing in this light, and to do for this University what needs to be done to give it a fair start.

Mr. Rockefeller's response to the appeal made to him by Mr. Goodspeed was dated February 14, 1887:

Your long letter with respect to the University I have read and re-read, and think it is a very important question, but have not been able to see my way clear to give you any encouragement. I will still further investigate.

Notwithstanding the discouraging nature of this letter it was felt that, considering the promise to "still further investigate," the case was not entirely hopeless. As a matter of fact, Mr. Rockefeller sought, without delay, the advice of one who was, he believed, well qualified to counsel him wisely, Dr. A. H. Strong, president of the Rochester Theological Seminary. This appears from the following letter of February 14, 1887:

> I enclose herein a letter to me from Dr. Goodspeed, dated January 7, and from Dr. Harper, of January 11. Would be much obliged if you would at convenient time to you say to me in confidence what you think of it.

Augustus H. Strong, D.D., LL.D., who is to figure largely in these introductory pages, though with views at variance from those which finally prevailed, was born in Rochester, New York, in 1836, graduated from Yale in 1857, and from the Rochester Theological Seminary in 1859. From 1865 to 1872 he was pastor of the First Baptist Church of Cleveland, Ohio, where his acquaintance with Mr. Rockefeller, then a rising young business man of Cleveland, three years his junior, was begun. In 1872 Dr. Strong became president of Rochester Theological Seminary, then, and during Dr. Strong's entire administration of forty years, the chief stronghold of Baptist orthodoxy. After Dr. Strong removed to Rochester the friendship between the two men continued, and Mr. Rockefeller in his growing prosperity made generous contributions from time to time to the Seminary. The families of the two friends sustained intimate relations, and ultimately Dr. Strong's eldest son married Mr. Rockefeller's eldest daughter. Perceiving that the rapidly growing fortune of Mr. Rockefeller promised to reach vast proportions, Dr. Strong early conceived the hope that some twenty million dollars of it might be employed in the founding in New York City of a great graduate university under Baptist auspices. In due time he unfolded his plan to Mr. Rockefeller, and often urged it upon his attention. He accepted an invitation to tour Europe with Mr. Rockefeller in the summer of 1887, and naturally improved the opportunities daily association at leisure gave him of expounding his great theme and winning Mr. Rockefeller's adherence. When our narrative begins in 1886 Mr. Rockefeller was already familiar with Dr. Strong's plans which

had been unfolded to him several years earlier. Dr. Strong was for nearly half a century one of the most honored, respected, and influential leaders of his denomination. In learning, in dignity of person and character, in firmness of conviction, in force of will, in vigor and beauty of literary style, no man in that denomination surpassed him. His great educational scheme came to possess him. He urged it upon Mr. Rockefeller with the utmost reach of his power of persuasion. He enlisted all the resources of his great denominational influence in his aid. Older by a few years than Mr. Rockefeller, he did not shrink from urging the scheme upon him as a duty, devolving, not on him in conjunction with others, but on him alone. The scheme required an initial gift of five million dollars with an additional million each year for fifteen years, twenty millions in all.

Mr. Rockefeller shrank from discouraging Dr. Strong by a formal, definite, and final refusal. This indeed he never gave. Through 1887 Dr. Strong's letters were frequent and became more and more urgent, so urgent indeed that Mr. Rockefeller finally wrote as follows on November 30, 1887:

> For all the reasons I have decided to indefinitely postpone the question of the university or theological seminary in New York.

This was the nearest he came to a refusal to grant Dr. Strong's large requests.

While Dr. Strong failed to get his great university in New York, it is nevertheless true that a great university was founded by Mr. Rockefeller, founded in a great city, founded by gifts aggregating far more in the end than twenty million dollars, founded mainly as a graduate institution, and founded under Baptist auspices. Dr. Strong's dream of a great graduate university was therefore realized. If not founded in New York, it was located in what was believed to be a more needy and promising field, and under the leadership of a president whose magnetism, energy, temperament, and training pre-eminently fitted him for the great work to be done. How far Mr. Rockefeller was influenced to do what he ultimately did in establishing a great university by Dr. Strong's many years of advocacy of a university in New York no one knows—it is quite likely not even Mr. Rockefeller himself. The future historian

of the University of Chicago, to whom the correspondence will revert, can judge, as well as anyone now living, what weight to give to the influence of Dr. Strong's great scheme and his very able advocacy of it in that happy conjunction of influences which resulted in the founding of this University and its rapid expansion. The present historian has no doubt that the frequent and illuminating expositions of Dr. Strong of what a university as distinguished from a college ought to be, and his multiplied appeals to his friend to found such an institution prepared Mr. Rockefeller as nothing else could have done for his immediate response when Dr. Harper appealed to him in September, 1890, for funds for developing the college being founded in Chicago into a university.

Immediately following Mr. Goodspeed's appeal for a new University of Chicago in January, 1887, however, Dr. Strong's scheme for a university in the city of New York began so to occupy Mr. Rockefeller's mind as to leave little room for the consideration of the project of founding another institution in another city. That appeal itself brought this about. It was sent to Dr. Strong, the proponent of the New York university scheme, and afforded him just the opportunity he wanted to bring his proposals once more to the front. It should be said, however, that when Mr. Rockefeller sent the letters of Mr. Goodspeed and Dr. Harper to Dr. Strong and asked his opinion he made the following very favorable response, his letter being dated February 15, 1887:

> You know of course that I regard New York City as the great strategic point for us Baptists to capture and master. But next to New York is Chicago. I am happy to commend Dr. Goodspeed's plan. So far as the West is concerned I believe you could not do a better thing than to offer a hundred thousand dollars on condition of the raising of an equal sum from others. . . . . To make this beginning effective it should be supplemented by large gifts in the future, as the institution showed itself worthy of them. I can but regard the present as furnishing a great opportunity. . . . . I can hardly help envying you the chance of doing so good a thing for the denomination and for the cause of Christ. But it will not do to put one's hand to the plough and then turn back. . . . .

This letter was followed by another two days later, very generous toward Mr. Goodspeed in its personal references, but questioning

the policy of a location outside the city. It will be noted that Dr. Strong began his first letter, quoted above, as follows: "You know, of course, that I regard New York City as the great strategic point." For a considerable time previous to this date the subject of the New York university had not been an open one between the two men. The request for his opinion about the University of Chicago project was very naturally taken by Dr. Strong to mean that he was at liberty once more to speak for the New York university. Mr. Rockefeller's answer opened the door still wider. He wrote to Dr. Strong, on February 19, as follows:

> Referring to yours of the 15th and 17th, please accept my thanks. I am willing to take up the question, when our Baptist people are ready, of an educational institution in New York. . . . . I am very glad to talk about it, at any time, but not willing to assume much more than my own part of the burden. To make it successful we would want the sympathy and interest and approval of the denomination.

The way being thus opened, Dr. Strong, very properly, began again to urge his plan for a university in New York, which Mr. Rockefeller should found, not in connection with others, as he declared himself ready to do, but assuming the entire burden himself. During the year 1887 he sent to Mr. Rockefeller many communications unfolding his plans very fully and appealing to him with the utmost earnestness to undertake the task and to act at once. During this year they went abroad together. During the whole year 1887, therefore, Dr. Strong had the ear of Mr. Rockefeller and found him, certainly until near the close of the year, an interested listener. The appeal for Chicago had thus renewed Dr. Strong's opportunity to urge his splendid university scheme for New York and he most properly had improved it to the utmost. But in doing this he made it quite impossible for any serious consideration to be given to Chicago. He drove the Chicago appeal out of Mr. Rockefeller's mind by so fully occupying his attention with the plans for New York that he had little time to spare for Chicago. Mr. Goodspeed, quite unconscious of the real state of the case, again wrote to Mr. Rockefeller in May, 1887. It then appeared that, although his mind was preoccupied by the

New York plan, he had not dismissed the Chicago appeal from consideration. Mr. Rockefeller wrote to Mr. Goodspeed on May 11, 1887:

> I have continued to think and talk in regard to the Chicago University and have your papers at hand in regard to the same. Only yesterday at Cleveland had a conversation with Mr. Charles L. Colby of Milwaukee on the subject, but I have had other very large claims—an unusual number this year—and I am unable to give any affirmative answer. Although I have not abandoned the consideration of the question, I do not feel hopeful that I can give any encouragement. I leave for Europe in a few days and probably cannot say or do much, if anything, about it before leaving.

Dr. Strong accompanied Mr. Rockefeller on this trip and took occasion to expound more fully his plan for a great university in New York. In answering the foregoing letter, Mr. Goodspeed, after expressing his satisfaction in knowing that Mr. Rockefeller had not dismissed the matter of a university for Chicago from his mind, and expressing the hope that he would continue to entertain the question, concluded his letter by saying, "Perhaps in another year or two you may make some money for its foundation."

In reviewing the events of the years 1887 1888, and 1889, it is apparent that the Chicago appeal had one possibly decisive advantage over that made for New York. Mr. Rockefeller was not unwilling to unite with others, particularly with his denomination united and sharing in the effort, in founding a university in New York or in Chicago. In all his appeals, Mr. Goodspeed emphasized the point that it was neither expected nor desired that Mr. Rockefeller should do more, at the outset, than make the first subscription which should be duplicated by others. Dr. Strong, on the other hand, insisted that the founding of the New York university was a thing to be done by one man alone, and that Mr. Rockefeller was that man. Mr. Rockefeller afterward established and sustained great foundations, some of them costing him far more than Dr. Strong demanded, and did this alone and with almost unexampled liberality, but at the period under review and for the founding of a university he desired the generous co-operation of others and the approval of his denomination.

Meantime another factor in the preparing of the way for the University of Chicago came into prominence during 1887. Dr.

Strong had unfolded his plans to Dr. Harper who had received them hospitably and agreed to join hands with their originator in the proposed institution in New York. Dr. Harper was commended to Mr. Rockefeller in the strongest terms. He and Dr. Strong were to be associated in the conduct of the University. Dr. Strong urged Mr. Rockefeller to see him. "He is full of ideas." "He is already famous." "He would give his whole life to such an enterprise." "I wish you could see him." Thus the New York university scheme brought Dr. Harper again into relations with Mr. Rockefeller. As time went on, these relations became intimate. Mr. Rockefeller soon came to recognize and appreciate the extraordinary qualities of this young professor of Hebrew, then only a little over thirty years old, saw much of him and exchanged frequent letters with him. The way was thus prepared for those interesting and important negotiations between the two, the story of which will be told in other chapters of this history.

In October, 1887, soon after the return of Mr. Rockefeller from Europe, Mr. Goodspeed again urged upon him the Chicago enterprise. In February, 1888, Dr. George C. Lorimer also addressed him, and Dr. P. S. Henson, in March following, called on him and later wrote him in the interest of a new university at Morgan Park. The result of the interview was that he asked Dr. Henson to present the considerations he wished to lay before him in writing. To the letter he responded that he was not prepared to make any promise, but would not forget what was said. On the same date, June 19, 1888, he wrote to Mr. Goodspeed: "I am obliged to write Dr. Henson I cannot say anything now in reference to the proposed University of Chicago." These were not very encouraging, but, on the other hand, neither were they altogether discouraging statements. They at least indicated that the subject had not been finally dismissed. On July 3, 1888, Mr. Goodspeed wrote a final letter to Mr. Rockefeller, a few lines of which are here quoted as showing exactly how the project stood at that time:

> Your favor of June 19th came duly to hand. I understand you to mean that while you may be disposed to help you are not yet ready to say what you will do. I feel that this makes it impossible for me to press you further at this time. . . . . As you know, some seventy-five or eighty thousand dollars have been offered here in buildings, grounds, and cash, on condition that one hundred

thousand dollars is secured as the beginning of an endowment, and twenty-five thousand dollars for a new building by next May. [A few days after this date Mr. Walker added twenty thousand dollars to the above offers.] . . . . A provisional board has been appointed to inaugurate the movement. Assurances have been received that make it certain that the larger half of the first one hundred and twenty-five thousand dollars can be raised here. Against my protest, and without my knowledge I have been invited to lead the effort. . . . .

Although no answer to this letter was asked for, one came very promptly. On July 5 Mr. Rockefeller wrote:

I regret to say I cannot add anything to my previous letters in regard to the proposed university. I hope wisdom will be given you to determine your duty.

It was. Mr. Goodspeed promptly decided to continue in his service to the Theological Seminary. The way now seemed closed. In reality, however, it was just opening.

For while all these things were going on, an event had happened of the first importance in its relation to the future University of Chicago. The American Baptist Education Society—the organization through which Mr. Rockefeller was destined to act in the founding of the University—had been organized. This Society played an essential part in preparing the way for the coming of the University. It owed its existence to the wisdom, public spirit, and persistence of Dr. Henry L. Morehouse, corresponding secretary of the American Baptist Home Mission Society. Dr. Morehouse was a man of unusual foresight, executive ability, fearlessness, pertinacity, religious zeal, and public spirit, and for more than thirty years exerted perhaps a wider influence upon Baptist denominational activities, north of the Ohio River, than any other man. In the development of denominational policies and in bringing them to effectiveness he had no equal.

The first steps looking toward the organization of the Education Society had been taken by Dr. Morehouse in 1887. In the annual report of the Board of Managers of the Home Mission Society presented in May, 1887, at Minneapolis, Minnesota, Dr. Morehouse had turned aside from his theme of home missions to describe in a few incisive paragraphs the feeble and chaotic condition of

Baptist education. At the same meeting of the Society, he had secured the adoption of resolutions appointing a committee to consider the advisability of an organization to be known as the American Baptist Education Society. This committee, meeting in New York on February 24, 1888, decided it wise to form the proposed Society, to issue a call for a convention for the purpose of organizing it, to make due arrangements for the convention, and to draft and present a constitution. The call for the convention to meet at Washington, D.C., May 16, 1888, was duly issued. The convention assembled at the appointed time and place, four hundred and twenty-seven delegates, representing thirty-six states, being enrolled. After extended discussion, in which opposition to present action developed from influential sources, on motion of Mr. Goodspeed of Chicago it was resolved to proceed with the organization of the Society by a vote of 188 to 34. With the adoption of the constitution and the election of officers and the Executive Board the Society was duly organized. The large part it played in the founding of the University will appear in the course of this narrative.

One of the first acts of the Executive Board of the new Society was also, far and away, the most important, in its relation to the founding and history of the University of Chicago, that the Board was destined ever to take. It appointed the Rev. Frederick T. Gates, then of Minneapolis, Minnesota, corresponding secretary of the Society. Mr. Gates was born in 1853, was a graduate of the University of Rochester, 1877, and of the Rochester Theological Seminary, 1880. Called to the pastorate of the Central Baptist Church, Minneapolis, he closed a successful service in 1888 to undertake to raise an endowment for Pillsbury Academy, a Baptist school in Minnesota. Having secured this in an astonishingly short time, Mr. Gates was offered, but had not accepted, the principalship of the Academy. When a student in Rochester, Mr. Gates had been a member of Dr. Morehouse's congregation in the East Avenue Baptist Church and had consulted the pastor on the question of entering the ministry. Subsequently, Mr. Gates had been in active sympathy with the work of the American Baptist Home Mission Society under Dr. Morehouse's leadership, had

made some addresses which had attracted his favorable notice, and had just raised, with extraordinary facility, the endowment for Pillsbury Academy, showing most uncommon abilities in planning and executing a financial campaign. It was no wonder, therefore, that the quite unconscious Mr. Gates was now in the eye of Dr. Morehouse for secretary of the new Education Society he was expecting to organize in Washington in three weeks' time. Hence the following letter, the first of many which passed between these two men during the succeeding two years.

Dr. Morehouse to Mr. Gates, April 27, 1888:

> Are you coming to Washington? I hope so. I want you present at the Education meeting on the 16th of May. . . . . Some of our eastern people want western light on the subject. Come if you can and have a voice in the decision of an important matter. I congratulate you on your success in securing funds for the endowment of Pillsbury Academy.

Mr. Gates went to Washington and was appointed corresponding secretary of the new Society. He was a young man, only thirty-five years of age. His eight years in the ministry had been spent in the West. Little did those who now appointed him corresponding secretary of the new Education Society understand the extraordinary abilities of their appointee. Mr. Gates possessed a most acute intellect, analytical powers of a very high order combined with abilities for broad generalizations. He was thus fitted to grapple, with eminent success, with those great problems of philanthropy, education, and business which engaged him for many years, first in his work for the Education Society and later through his association with Mr. Rockefeller in the latter's benevolences and business. Mr. Gates was an educational statesman. In recording his appointment as the executive officer of the Society through which Mr. Rockefeller was destined to act in founding the University of Chicago, the story of the preparing of the way for the coming University is concluded. The way was now prepared. There was still indeed plenty of room for mistakes. There were perils on every side. Many anxieties oppressed the minds of those who hoped for a new University for Chicago. Many questions occurred to them: What would the new Society do? What attitude would the new secretary assume toward the Chicago

situation? Had Mr. Rockefeller finally dismissed Chicago from his mind? Would the effort to found an institution at Morgan Park on a very small scale be attempted prematurely and thus defeat any larger and better plans? On June 1, 1888, everything seemed uncertain. But as a matter of fact the way was fully prepared for all the great and splendid developments of which at the time no one so much as dreamed.

Mr. Gates's study of the educational situation soon convinced him that the very first thing to be done was the founding of a new institution of a high order in Chicago. He went to Chicago and got in touch with the men most interested in this great matter. In October, 1888, he delivered before the Baptist ministers of the city a masterly address showing the need of an institution under Baptist auspices in Chicago. Under his judicious management the entire question was referred to the new Society. The Morgan Park project was tried out, and, as soon as a glimmer of encouragement of larger and better things appeared, was quietly laid on the shelf. Mr. Gates convinced his Board of Trustees, most of them eastern men, that the first great thing for the new Society to undertake was the University of Chicago. At the meeting held in Washington, December 3, 1888, the board adopted unanimously the following resolutions prepared by Mr. Gates in advance of the meeting:

Resolved, That the establishment of a thoroughly equipped Baptist institution of learning in Chicago is an immediate and imperative denominational necessity.

Resolved, That we rejoice in the powerful sentiment favorable to such an institution that prevails, not only in Chicago and the West, but also throughout the denomination at large.

Resolved, That we invite brethren of means to unite in the endeavor to found such an institution and pledge the hearty co-operation of this board, and that the Secretary of the Society be directed to use every means in his power to originate and encourage such a movement.

The secretary, Mr. Gates, from this time forward devoted himself to this undertaking. His clear perception that the first great undertaking of the newly organized Education Society must be the founding of an institution in Chicago, his overwhelming demonstration of the need and promise of such an institution,

his securing the action of his executive board quoted above, were essential and determining factors in preparing the way for the coming of the University of Chicago.

One needs only to ask what the course of events would have been had he decided that no institution was needed in Chicago to realize that everything hinged on his decision. In his appointment as secretary of the Education Society the long work of preparation was accomplished. When he reached his decision as to the first thing to be done, a great forward step was taken in the founding of the University of Chicago.

CHAPTER II

THE INCEPTION OF THE PLAN

The initial steps which led to the founding of the great educational institutions of the world are known in very few instances. In most cases no record was ever made of them, their interest and importance not being recognized when the events occurred. If an authentic narrative of the details of the founding of Oxford University could now be discovered, how much it would contribute to the history of that institution and with what interest it would be read! In the histories of most institutions, however, these details are not only lacking, but no method can now be devised for their discovery. The historians of these institutions have sought for them in vain.

The details of the founding of the University of Chicago are known. The very earliest steps can be traced. Some of them appear in the correspondence which constitutes a large part of this chapter. Through these letters the minute details of the very inception of the plan of the University are recorded. In the letters here reproduced or quoted a few references to personal or other matters foreign to the main theme have been omitted, but nothing has been left out that is essential to the completeness of the story.

About the middle of October, 1888, the writer received a letter from Dr. William R. Harper, then a professor in Yale, of which the substance follows:

New Haven, Conn.
October 13, 1888

Dr. T. W. Goodspeed, Morgan Park, Illinois

My dear Friend: I spent last Sunday at Vassar College. (I am to be there every other Sunday during the year.) Much to my surprise Mr. Rockefeller was there. He had reached Poughkeepsie Saturday night. What his purpose in going to Vassar was is not quite certain. He seemed to have nothing to do there except to talk with me. Whether he knew that I was going there before or not is not known to me. I met him at the breakfast table, and he at

once asked me for an opportunity to talk during the day. The result was that when I had finished my morning lecture at ten o'clock he joined me and we spent the rest of the day together. He expected to remain until Monday, but changed his plans and came down to New York with me Sunday night, leaving Poughkeepsie at 8:30 and reaching New York at 11:00 P.M. We were therefore together the most of the time for thirteen hours.

Other matters came up, but the chief question was the one of the educational problem. . . . . He stands ready after the holidays to do something for Chicago. . . . . He showed great interest in the Education Society, and above all talked for hours in reference to the scheme of establishing the great University at Chicago instead of in New York. This surprised me very much. As soon as I began to see how the matter struck him I pushed it and I lost no opportunity of emphasizing this point. . . . . He himself made out a list of reasons why it would be better to go to Chicago than to remain in New York.

Mr. Rockefeller left me with the understanding that he would at once communicate with Mr. Colby in reference to the matter and led me to infer that the question would receive his careful attention at once.

Now we must not expect too much. We all know how easy it is to make a start and then fall back, and so I am building nothing on this matter. I have thought I would lay the thing before you in all its details, in order that you, Dr. Northrup, and myself might be able to keep track of both ends of the line. . . . . I write you these particulars in order that you may at once put me into possession of the facts in reference to matters at Morgan Park. It would be a great pity, if this could be done, to have something so much smaller carried out.

Will you not at once write me? I remain

Yours truly,
W. R. HARPER

The reference in the closing sentences to matters at Morgan Park is to the proposals which had been made to establish a college in that suburb in proximity to the Theological Seminary. These proposals were at once laid aside in view of the greater plan.

The significant thing in the above letter, and the matter of historical moment is this, that the suggestion that he should found a university in Chicago was made by Mr. Rockefeller himself. Serious efforts had been made by eminent educators and influential friends to induce him to found a university in New York. In this interview he himself proposed that the institution should be established in Chicago instead of New York. Dr. Harper writes, "This surprised me very much." After Mr. Rockefeller had made the suggestion Dr. Harper "pushed it and lost no oppor-

tunity of emphasizing" it. Indeed, for the six months following this first interview he was profoundly interested in encouraging Mr. Rockefeller to go forward with the project. This will appear in the letters that follow. On November 5, 1888, three weeks after this first interview, Mr. Goodspeed received a telegram from Dr. Harper asking him, at Mr. Rockefeller's request, to come to New York for an interview on the subject of a new university in Chicago. On the same day he wrote, saying:

I spent ten hours yesterday with Mr. Rockefeller. He came to Poughkeepsie. The result of our interview was the telegram which I sent you last night. . . . . He is very much in earnest, or surely he would not have gone to Poughkeepsie. . . . . It was at his request that I telegraphed you to come on to meet us in order that we might find out exactly how things stand, and in order that it may be more firmly clinched. . . . . I believe this is the most important step that has been taken in the matter of the Chicago University. It is absolutely certain that the thing is to be done: it is now only a question as to what scale. I have every time claimed that nothing less than four millions would be satisfactory to begin with and have expressed my desire for five. . . . . Just what he wants to do and what his definite ideas are I cannot yet tell. I have never before known him to be so interested in anything, and this promises much. . . . .

Hoping that these details will be sufficient, and expecting to see you Friday night in New York, I remain, ...

Dr. Harper and Mr. Goodspeed met Mr. Rockefeller Saturday morning at the breakfast table. Mr. Rockefeller's entire family was present and several of them participated in the discussion. Mr. Goodspeed gave such information as he could. Mr. Rockefeller finally asked what he would like to have him do and urged him to say frankly just what was in his mind. Thus encouraged, Mr. Goodspeed spoke with entire frankness, suggesting an initial gift of a million and a half toward a two-million-dollar fund. Mr. Rockefeller closed the conference by saying that he would be glad to help in founding an institution in Chicago and was disposed to give several hundred thousand dollars for the purpose. On November 19, ten days later, Dr. Harper wrote:

Mr. Rockefeller came to New Haven last evening. He was with me from 7:30 to 10:00 Saturday night and all day yesterday. Almost the only thing we discussed was the University of Chicago. He has made a good deal of progress since you and I visited him. . . . . He is anxious now to have the thing agitated

from an impersonal standpoint and to have the denomination express themselves and commit themselves to a University. . . . . His chief anxiety now seems to be to have those who oppose the scheme present their objections that he may consider them. . . . . An arrangement has been made by which he will join me at Vassar College next Sunday, with Mrs. Rockefeller, and we shall then discuss the matter with Dr. Robinson of Brown, who is to preach there. I thought that perhaps Dr. Robinson would be able to present the objections, if anybody could. This struck Mr. Rockefeller favorably, and the arrangement has been completed and will be carried out unless something happens.

Something did happen. Mr. and Mrs. Rockefeller were not able to be at Vassar, and President Robinson proved to be "very much in favor of the Chicago plan," and was so far from presenting objections that he not only cordially approved but arranged to urge it upon Mr. Rockefeller whom he was to see during the week. A letter written on November 28 shows that Mr. Rockefeller had been made acquainted with Dr. Robinson's views and expressed great gratification. Mr. Goodspeed, meantime, had, for a number of reasons, become convinced that the large gift he had asked from Mr. Rockefeller in the New York interview was greater than could reasonably be hoped for and had suggested to him a smaller amount. In a letter of November 26, 1888, Dr. Harper wrote:

I am afraid you have made a mistake in your last proposition to Mr. Rockefeller. You ought not to have lowered the amount. He is ready to pledge a million and a half to begin on and there ought to be no diminution of the amount.

It was as yet impossible for Dr. Harper to understand that Mr. Rockefeller's mind was gradually closing to the thought of establing, at the outset, a university in Chicago, and was as gradually opening to the thought of a college, and that he was therefore beginning to contemplate a smaller initial contribution. The men at Chicago most interested had been for some time in frequent conferences with Mr. Gates, secretary of the new Education Society. They knew that while he had come to the conclusion that the one great, indispensable need of the educational situation was a well-equipped college in Chicago, he would not favor, as the first thing to be done, the establishment there of a great university. He had the needs of a wide field to consider and felt that it would not be

right to do everything for Chicago and nothing for the rest of the country. On November 28, 1888, Dr. Harper wrote:

I am sorry to say that I can hardly agree with you and the other brethren in reference to the policy to be pursued. I hardly think it is legitimate, for if the thing you are wanting at Chicago is only a College, I have been working upon a wrong tack . . . . and the result will be that a College is all that we shall get. This would be very sad indeed, for it is not a College but a University that is wanted. My only desire is to see the thing go through in as large a form as possible, and I am sure that unless we come out boldly and confidently for what we want, viz., a University of the highest character, having also a college, we shall lose ground and make a mistake.

At this time a letter was received from George S. Goodspeed who was very intimately associated with Dr. Harper in New Haven. The following is quoted from it, because it bears on this point and particularly because it shows quite conclusively that the founding of an institution at Chicago was proposed by Mr. Rockefeller:

If Chicago and Dr. Harper were urging a great University upon Mr. Rockefeller and he were hesitating, ... then it might do to moderate demands and say that a College was all that was needed. *But the fact is that all the urging and all the impulse has come from Mr. R.* He had embraced the idea of a great University! he sent for you and Dr. H. and desired your counsel. Under those conditions Dr. Harper thought it unwise for Chicago to back down until it perceived that Mr. R. was anxious to back down. . . . . He objected to any seeming yielding until it was absolutely necessary. The fact is that Chicago is more likely to get the great University, ... as things look now . . . . than New York is.

A meeting of the Executive Board of the Education Society was held in Washington, on December 3, 1888. Mr. Gates submitted an elaborate report, setting forth his conclusions so convincingly that the Board approved the effort to establish a well-equipped institution in Chicago, and instructed the secretary to use every means in his power to originate and encourage such a movement. In a letter dated December 5, Dr. Harper writes of the meeting and says:

Mr. Gates will give himself early to the work. He is coming to New Haven this week and is to be with me at Poughkeepsie next Sunday. Mr. E. Nelson Blake made a most excellent speech in behalf of Chicago. I think I appreciate better now your last proposition to Mr. Rockefeller and desire to retract all statements I made in reference to it. I wrote too hastily. . . . . Gates and I talked Monday night, ... [after the meeting approving the Chicago effort,]

from one o'clock to half-past three in reference to the presidency of the new University. He insists very strongly, ... [that Dr. Harper should be ready to take the presidency] but I think I have satisfied him in reference to the matter. I do not want to be handicapped in my efforts with Mr. Rockefeller with any personal feeling, and it is better for me to think and believe and feel that I am to have nothing to do with this University and that my work for it is purely out of love for the thing itself. I am sure you will agree with me.

His correspondent certainly did not agree with him, but believed with Mr. Gates that Dr. Harper was the one man for the presidency.

While these interesting and important letters were being received from Dr. Harper, Mr. Goodspeed had been in frequent communication with Mr. Gates, the secretary of the Education Society. In a letter received from him on December 14, 1888, he says, "I think Mr. Rockefeller is now waiting to hear the voice of the denomination." Although Mr. Gates had not then met Mr. Rockefeller it turned out that he was quite right in this supposition, as will appear. On December 28, 1888, Dr. Harper wrote Mr. Goodspeed a long letter, the following quotations from which are of interest:

Two weeks ago I wrote to Mr. R. and indicated that I should be pleased to see him on the following day when I should be in New York. He did not answer my letter, and I felt sure that something had happened. I determined yesterday, being in New York, to sift the matter. I went to his office. He was very glad to see me. Naturally enough, my first question was, "What progress in reference to the Chicago matter?" His words were briefly as follows: "I have made little progress in reference to the Chicago affair. My wife has been sick and I have been very anxious about her. My time has been taken up with the consideration of petitions which have come from every source. . . . . The demands are growing more and more, greater and greater. Besides you cannot imagine how many people have felt called upon to volunteer their opinions in reference to the Chicago matter. You would be amazed to know the peculiar statements of many who have called to see me. I keep my ears open and am hearing everything. The character of the material which comes to my knowledge is quite varied and is not all favorable. Mr. ——— thinks that nothing but a College is needed at Chicago. I find a good many who think thus, but I am so tired that I have not really strength to consider this matter. . . . . Still the thing is on my mind, and I want to hear more about it," etc., etc. This was in general the tenor of his talk. You will see exactly how the matter stands.

It transpired before the interview was over that an attempt had been made to injure Dr. Harper in Mr. Rockefeller's eyes, and that

this had perhaps interfered with progress in the Chicago matter more than the other things mentioned. The attempt failed, indeed, but it led Dr. Harper to feel that the time had come for Mr. Gates to enter actively upon the work to which the Education Society had so recently commissioned him, particularly as he was the representative of the Society through which Mr. Rockefeller intended to act. This conviction as to Mr. Gates will appear in the next letter from Dr. Harper, dated January 1, 1889. After referring to his preceding letter, he continues:

I have advised Morehouse to telegraph Gates to come to New York next week, and take hold of things in a vigorous way with New York men. There is no necessity for waiting further. The matter must be pushed and it must be pushed by someone from outside. I have also written this as my opinion to Gates himself. I may be wrong, but this is the way I feel under all the circumstances.

On January 8 Dr. Harper sent the following very brief letter:

I enclose a letter just received. You will interpret its meaning. I think we will all be glad that the thing is progressing so favorably.

The letter inclosed was dated January 7, and was from Dr. Morehouse. It contained the following:

Professor W. R. Harper, New Haven, Conn.

DEAR BROTHER: I have a reassuring word for you. Dr. ——— has just come over from the Pastors' Conference, where he met a gentleman, whose name I think I mentioned to you in a recent letter as one whom I thought adverse to the University scheme at Chicago. This gentleman lunched with Mr. R. a week ago today. He was then asked his opinion about the establishment of a University at Chicago. He gave his opinion that it was a most important thing to be done. The matter was discussed in its various aspects. Mr. R. told him that he had substantially decided to assist the enterprise, although possibly he might not do as much as some hoped he would do at the outset, but would put several hundred thousand dollars or perhaps a million into it to start with. . . . . I thought it would be somewhat comforting and reassuring to hear these words, both because of the additional confirmation it gives us of Mr. R's intentions and because it dispels, in part, the suspicion that certain parties are trying to defeat the Chicago scheme.

Yours very truly,
H. L. MOREHOUSE

Meantime Mr. Gates had responded to the call of Drs. Morehouse and Harper and had gone east, as indicated in the following letter:

New York, Friday Eve.
Jan. 11, 1889.

Dear Dr. Goodspeed:

I went straight to New Haven without stop, spending yesterday with Prof. Harper and your nephew. Dr. Harper very cordially seconded the suggestions I made and has written Mr. R. inviting an interview. What is now in Mr. R's mind, what his difficulties are, I am as much in the dark about as ever. . . . . The interview is sought for Saturday or Sunday. I have no further news that you do not know. . . . . I will keep you informed of any developments.

Cordially,
F. T. Gates

Up to this time Mr. Rockefeller had never met Mr. Gates, although he had heard most favorably of him and his work. The next significant letter in the series was the following from Mr. Gates:

New York
January 12, 1889

Dear Drs. Goodspeed, Northrup, and Smith:

I venture now to write you as vivid and detailed an account of matters here as I can, beginning with my arrival in New Haven. Prof. Harper received the suggestions I brought with great warmth. He proposed that I have an interview at once with Mr. Rockefeller and promised to accompany me and give me his hearty support throughout. . . . . He saw clearly that we lose nothing by starting as a College and leaving the question of Associated Schools, for the time, in abeyance. He felt relieved by the suggestions, was sorry he had not thought of them himself, etc., etc.

I declined to assume the initiative in seeking an interview, insisting that if one was sought, Prof. Harper must himself invite it, and in the letter of request should assume the sole responsibility. To this he assented and the following is the letter. "My friend, Mr. Gates, Secretary of the Education Society, is now visiting me here at my invitation. He makes some suggestions regarding the matter of the new University of Chicago, which in my opinion may remove several difficulties and throw light on some questions. I shall be in New York on Saturday and Sunday next, and if your engagements will permit should like to introduce Mr. Gates to you on one of those days or at any time soon convenient to yourself.

"Mr. Gates appreciates the pressure on your time, and it is due to him to say that the suggestion of an interview is wholly my own. I make it in the

hope that he may prove serviceable to you in this and possibly other educational matters about which you are now making inquiries."

I learned with a good deal of concern from Prof. Harper the extraordinary inducements the Yale people are offering him to bind him permanently to that institution. . . . .

I arrived in New York Friday afternoon to find Dr. Morehouse fully endorsing the suggestions of the letter I had sent him, ... and glad I had come on—a relief to me.

Professor Harper and I met today at 3:30 P.M. He brought the following reply from Mr. Rockefeller. "Yours 10th at hand. I regret cannot make the engagement you suggest. Cannot Mr. Gates write? Have been very busy and am tired and just this morning under the doctor's care and must throw off everything possible for a few days. It is always pleasant to meet you and would be, I am sure, to meet Mr. Gates, but I must deny myself that pleasure now, as am under unusual pressure.

"It would break my heart if I did not believe you would stay in the fold all right. For all the reasons I believe you will.

"I know you will understand and not take any offense at my suggestion about writing.

"Very truly yours,

"JOHN D. ROCKEFELLER."

Now I prefer writing Mr. Rockefeller to seeing him and was glad the letter denied the interview. I can now write with very great care. . . . .

The same letter goes on to speak of the effort being made to hold Dr. Harper permanently at Yale and of Mr. Gates's urging against his binding himself to remain, and the quite certain need of him as the head of the new institution, and continues:

I urged, that, if indeed it should prove that so vast a scheme hung on his acceptance of the presidency, no power could resist such a pressure. Duty would be clear. . . . . I am satisfied that if Harper becomes assured that his presidency is absolutely required he will not make further objection to going to Chicago.

Professor Harper further said that he felt a great relief by the modifications I had to suggest in the Chicago matter and that he was sure they would carry the thing through. I see, said he, that we lose nothing by a College at the start.

Professor Harper said that Mr. Rockefeller says he will use the Education Society in this and other matters.

You may expect in a day or two a copy of the letter we jointly prepare. If I write too minutely let me know.

Cordially and with regards to all,

FRED T. GATES

On January 13, 1889, Mr. Gates sent to the writer the letter to Mr. Rockefeller, referred to in the last paragraph of the above communication. The original draft was sent, and read as follows:

Mr. John D. Rockefeller, 26 Broadway

DEAR SIR: Your reasons for declining the interview with me invited by Dr. Harper I heartily appreciate, and welcome the courteous suggestion of a letter instead as affording in some respects a better method of saying what Prof. Harper has thought you might wish to consider.

1. May not the question whether the institution contemplated in Chicago shall be a College or a University be held in abeyance for a few years without imperiling any valuable interest?

Even if a University were now designed, the College would naturally be the first work, and to thoroughly equip a College in the wisest way will almost of necessity be the exclusive work of the earlier years, and would probably require all the funds we can reasonably anticipate in that time.

A few years may possibly qualify the doubt as to the wisdom of planting the associated schools, or make it evident that the funds required now for such schools could be more profitably employed in strengthening Western country Colleges in preparation for the future University. If on the other hand experience and study on the ground shall demonstrate the need and assure the success of advanced departments, or technical schools, the years will be sure to bring here and there exceptionally favorable openings. Citizens of wealth and local pride will assist in founding favorite departments. Specialists, rarely gifted and available, will appear. "All things come to him who waits." Our best and all greatest schools have developed broadly and healthily, step by step, in this way. Holding for a few years the possible scope of the institution in abeyance will cost nothing, while time will of itself solve the question easily and certainly.

2. Any difficulty as to the presidency of the institution will prove I think apparent rather than real. May not that question too be held in abeyance without serious loss? If Dr. Harper cannot at present be secured, I venture to suggest the advisability of leaving the presidency vacant for a time and that ——— be made chancellor in the interim. As such he could raise supplementary funds, assist in selecting site, erecting buildings, providing the material equipment, selecting professors, and organizing the College for work. I think we have no man whose experience, influence, and sound judgment fit him to perform such a service more skilfully. Dr. Harper from his present position could co-operate with ———. From the very high vantage ground of Yale Dr. Harper could counsel ——— in the organization of the institution and the selection of professors, perhaps even more wisely than if he were himself in Chicago, detached from the splendid model and helpful associations of Yale. It is due to ——— to say that this suggestion originates wholly with me.

Other things connected with the initial steps of the enterprise, if undertaken, I should like to say, but waive them now in deference to the pressure on your time.

Grateful for this courtesy, I am

Very truly yours,
F. T. GATES

The second suggestion was made because it was felt that, in view of Dr. Harper's known unwillingness to take the presidency of the proposed institution, it would remove one of Mr. Rockefeller's difficulties. It was thought that if Dr. Harper would undertake the partial guidance of the work from Yale, Mr. Rockefeller would feel encouraged to go forward in his benevolent intentions. The course suggested was not a wise one, and in the end it was not found necessary to follow it. It was, however, believed to be helpful at the time. In the light of subsequent events, indeed, it is seen to be less than wise. But the importance it seemed to have at the time is indicated not only by the above letter but also by the following one written on the same day in reference to it:

NEW YORK
January 13, 1889

DEAR DR. GOODSPEED:

This is the original draft (in pencil) with here and there a correction in ink which I submitted to Drs. Harper and Morehouse and was accepted by them without change. I aimed at brevity and conciseness and as you see left out much that might have been said. Professor Harper has agreed to put the most important of the things unsaid into a letter which will reach him by the same mail. He (Dr. H.) will endorse the letter with enthusiasm, proffer unlimited services, and put in his own good word for the chancellorship. . . . . Dr. Harper thinks this phase of the matter will put it through.

Cordially,
F. T. G.

Meantime the man suggested for the chancellorship never ceased to urge upon Dr. Harper that his duty to assume the presidency was imperative and that no other course was to be considered. It will be seen that, as the movement developed and the raising of the initial fund became more assured, he became gradually more hospitable to the proposal.

The only immediate result of the above letter to Mr. Rockefeller was the bringing of Mr. Gates into that connection with him

which soon became intimate, led to the founding of the University of Chicago, and continued for more than a quarter of a century. Three days after the sending of the letter Mr. Rockefeller arranged for Mr. Gates to accompany him on a journey from New York to Cleveland. The journey resulted only in a fuller acquaintance, no promises being made. Mr. Rockefeller was, apparently, "sizing up" Mr. Gates. From this time the latter began to take the leading place in the negotiation. Before hearing any report of this journey Dr. Harper wrote the following letter to Mr. Goodspeed:

New Haven
January 19, 1889

My dear Friend:

I write this letter Saturday afternoon. You have had this morning a long interview with Gates and know the whole situation. You know more than I know as I write, for since I saw Mr. Gates he has had a long conversation with Mr. Rockefeller. I am, therefore, writing somewhat in the dark. You will take this fact into consideration. As Gates has probably told you Mr. Rockefeller is anxious to have me connected with the University although I may remain at New Haven, and the plan has been considered by him to some extent. Since my last talk with Gates I have thought of it a good deal and I write to say to you, that, if the brethren at Morgan Park and those interested in the proposed University think it wise, I should be very glad indeed to identify myself, in some close way, with it. George [G. S. Goodspeed] and I talked the matter over last night for two hours.

We wondered whether some such arrangement as this might not be effected, viz., a temporary arrangement for five years, during which the administration of the University would be in the hands of three directors, one of whom would have chief charge of the financial affairs, buildings, etc., another of the courses of instruction, faculty, etc., and a third. The question arises whether . . . . I might not be able to drop a sufficient amount of my outside work to enable me to give time and thought to this new work. Both Gates and Rockefeller seem to think that from the vantage ground of Yale I might be able to do a great deal. I myself think that I would be able to do more at New Haven, remaining a professor in Yale University, than if I were to detach myself and give the whole of my time to the Chicago University. I do not think that such an arrangement could be carried on for a long time, but necessarily the first five years would be years of organization, and I believe that the matter is entirely feasible. The fact is I could spend a good deal of time in Chicago if it were necessary, and in view of all the circumstances it might be the right thing to do. I confess to a feeling of surprise that Mr. R. has so set his heart upon my having some connection. I did not believe this before; a letter received

from him this week shows this to be clear. He has asked me to make no arrangement with Yale or with any other person without first consulting him. I shall meet him in New York City Monday or Tuesday of next week and settle the matter, so far as Yale is concerned. . . . .

Yours sincerely,
W. R. HARPER

In letters of the month following the above, Dr. Harper abandoned the conception of a triple headship. It was the temporary abberation of a great mind. The idea of the dual headship remained. Those interested were groping for the right course. In writing to Dr. Harper of the journey from New York to Cleveland, Mr. Gates said:

Mr. Rockefeller did not commit himself at any point, but asked a great many questions about details and seemed to be pleased with the plan that I outlined, the good points of which I defended at length. In parting with me he said that his mind worked slowly in these matters, ... and closed by saying—"I think we are in the way of progress."

It will perhaps be noted that among all these letters almost none has been quoted from Mr. Rockefeller. As a matter of fact he was not writing letters. He was leaving that to Messrs. Harper, Gates, Morehouse, Goodspeed, and others. From the date of Dr. Harper's letter in October, 1888, telling how Mr. Rockefeller opened to him the matter of a university in Chicago, to May 15, 1889, there were some three hundred and forty letters written on this subject, most of them by the men named above, copies of which have been before the author in writing this story. Perhaps a dozen were written by Mr. Rockefeller. But these were the briefest possible masterpieces in the art of saying nothing. They exhibited an extraordinary self-restraint. The longest of the series was the following:

January 15, 1889

MY DEAR DR. HARPER:

Pleased to receive yours of the 13th. So many claims have pressed upon me I have not really needed a University to absorb my surplus. We have heard a great deal this year about taking care of the surplus in the Treasury. Of late I had rather come to feel that if Chicago could get a College and leave the question of a University until a later date this would be more likely to be accomplished. If possible I will see Mr. Gates tomorrow and write Dr. Morehouse a note assuming that he will know of his whereabouts.

Yours truly,
JOHN D. ROCKEFELLER

It was this note to Dr. Morehouse that led to the first meeting between Mr. Rockefeller and Mr. Gates, to their trip to Cleveland together, and to all that followed.

Meantime it had come to be understood that Mr. Rockefeller had definitely decided to take a large part in the movement to found the new institution. But what he would do was quite unknown to those most interested. They were anxious to see the movement under way, and were waiting for him to initiate it. But he could not be hurried. As time passed it became evident that he was waiting for two things: first, to be satisfied that the denomination to which he belonged favored the undertaking, and second, if it did, to see the actual launching of the enterprise by the Education Society. Meantime he gave that Society substantial evidence of his interest in its work by a gift of a hundred thousand dollars.

The following letter from Dr. Harper is peculiarly interesting in showing a new, definite step in advance, a step suggested and carried through by Mr. Gates:

NEW HAVEN
February 27, 1889

MY DEAR FRIEND:

The following line of action has been decided upon. A meeting of the Executive Committee [of the Education Society] this week or next for the appointment of a committee of five or seven gentlemen who shall go to Chicago, talk with the brethren, look at sites, confer with each other, and make a report to the Board of the Education Society in May [i.e., at the annual meeting].

This report will cover all questions connected with the location of the University of Chicago, the amount of money, the plan of securing this money, the different departments, etc., etc., etc.

The purpose of this is to get a definite action upon which Mr. Rockefeller may act. We believe that he is ready to take hold, but that he wants something more definite than has yet been presented. . . . .

It is proposed that this report be made to the board, adopted by them, and then reported to the Society at its annual meeting. Speakers will be arranged for, and the great work of the annual meeting would be given to this point.

This plan, I have reason personally to know, is satisfactory, and indeed, more than satisfactory to Mr. Rockefeller. . . . . I thoroughly believe that this is the right step and that nothing will be done until a definite report of some such committee has been made. . . . .

I remain

Yours truly,
W. R. HARPER

In a letter written on March 2, Dr. Harper says:

> A letter from Mr. R. just received expresses great satisfaction at this new scheme. He names a committee.

Mr. Rockefeller named a committee of seven, several of whom became members of the Committee of Nine as finally constituted.

In a letter from Mr. Gates, also written on March 2, the following is of interest:

> Mr. Rockefeller's interest is unabated, I am confident, though we may have been a little more sanguine in the large figures than has been fully warranted. I have a letter from him dated the 26th in which he says, "In the event of giving for such an institution, I would prefer to give through the Education Society." I am by no means discouraged at the outlook, and as I am charged by the Board with the duty of doing everything in my power to secure for Chicago a well equipped institution of learning, I shall not permit the matter to drop, but shall push it just as fast as prudence will admit.

Events now began to march more rapidly. The Executive Committee, in March, 1889, appointed a "Committee of Inquiry on the Proposed Institution of Learning in Chicago," consisting of the following nine leading and influential men of the denomination: Dr. E. Benjamin Andrews, at that time professor of history in Cornell University; Dr. Wm. R. Harper, professor in Yale; Dr. Alvah Hovey, president of Newton Theological Institution; Dr. James M. Taylor, president of Vassar College; Dr. Samuel W. Duncan and Dr. J. F. Elder, leading pastors; Dr. H. G. Weston, president of Crozer Theological Seminary; Hon. Charles L. Colby, a prominent business man; and Dr. Henry L. Morehouse, secretary of the American Baptist Home Mission Society.

Immediately after the appointment of the Committee the Corresponding Secretary sent the following letter to such persons as it was believed could give the Committee assistance in its work:

March 12, 1889

Dear Brother:

The Executive Committee of the American Baptist Education Society has chosen a committee of nine brethren of the denomination to make inquiries and recommendations concerning the proposed institution of learning in Chicago. I enclose the printed outline of the inquiry proposed. We desire to furnish the committee with every possible facility for their work. I venture therefore to ask you to send me for the Committee your judgment on such

points of the inquiry as most interest you, or upon all of them. For convenience will you kindly write each answer on a separate paper, numbering each slip to correspond with question and affix your signature to each? As far as convenient give the grounds of your view in each instance. All answers should be received within thirty days. Hoping for your assistance on this very important matter, I am

Yours very truly,
F. T. GATES

To the Committee of Inquiry on the Proposed Institution of Learning in Chicago:

DEAR BRETHREN: The following line of inquiry, together with the explanatory statements which precede it, the Executive Committee directs me to submit for your consideration:

At its meeting in December last, the Executive Board of the Education Society adopted a series of resolutions strongly advocating the establishment of a "well-equipped institution of learning" in Chicago, and directing the Corresponding Secretary to use "every means in his power" to bring about such a result.

Whether the Institution proposed shall be a university, or a college, perhaps ultimately to become a university, the resolutions do not state. On the question of scale of work to be attempted, the Board is not committed. It is necessary, however, to decide at least on the initial scope of the institution to be undertaken, to ascertain its probable cost, to outline a general plan of organization, and to learn as nearly as possible the annual expenditure required to develop the institution as speedily as prudence and economy will admit, to the limits determined upon. The Society must clearly define the character and limits of the enterprise, and outline a method of procedure, in order to enlist the practical interest of patrons. It is in this work that your assistance is invited.

We recognize the difficulty of fixing the limits of wise expenditure where there is so much to invite limitless expansion. But the claims of other sections of the country are manifold and pressing. The funds of the denomination available for educational purposes are limited. In considering what the Society may justly undertake for Chicago and the West, due regard must be had for other needy educational interests. The plan to be desired is one which, providing for the strength, efficiency, and perpetuity of the institution, will invite the largest possible local assistance with the least outlay on the part of the Society. Nor ought the Society to undertake anything in the development of the institution which may be left, with safety and without serious loss, to time and local interest.

The judgment of the committee is invited specially to the following particulars:

1. What present need there may be, if any, for technical or professional schools in Chicago under Baptist control, and whether the agency of the

Society may be wisely limited to assistance in founding a well-equipped college, leaving any desirable further development to the natural growth of time.

2. Should a college of the liberal arts and sciences, designed prospectively to be associated in one corporate body with technical and professional schools, be located within the city, or may it more wisely be placed in a suburban village?

3. For such an institution, how much land would be required as a suitable site?

4. What buildings would be required? The question of dormitories, gymnasium, etc., will here need consideration.

5. What would be the probable cost of each, due regard being had to economy, convenience, and solidity of construction?

6. What endowment at 5 per cent would be required to sustain the annual cost of accumulating and supporting necessary illustrative apparatus, including library (departments conveniently itemized)?

7. Designate the officers and chairs of instruction required for a thorough and liberal course in the arts and sciences as now organized in the best Baptist institutions, with endowment at 5 per cent required to support each.

8. Estimate the time required for the development of such an institution without premature expenditure on the one hand, or serious loss from delay in furnishing resources, on the other.

9. Estimate, if possible, the sum required each year in such development.

10. Should such an institution have a preparatory department?

11. Should this department, if provided, be located on the college site?

12. Should such an institution be co-educative?

13. How much may Chicago and the West be expected to give for such an institution during the period chosen for development? The difficulty of securing data for an approximate estimate, at this stage of the enterprise, constrains us to suggest that you use your own discretion as to making the question of local aid a subject of inquiry.

The above suggestions are designed to guide the inquiries of the committee, not to limit them. Additional points of inquiry will suggest themselves to the committee in the course of their labors. It is earnestly desired that the committee report at our meeting in May next, if possible. Any expense incurred will be cheerfully borne by the Society.

In behalf of the Executive Committee

FRED T. GATES
Corresponding Secretary

The Committee allowed four weeks to pass to give time to those interested to send in their views on the various points proposed for

consideration. On April 12 an all-day meeting was held in New York. A letter from Dr. Harper speaks of it as follows:

New Haven
April 13, 1889

My dear Friend:

The Committee were all present except Mr. Colby. We worked from 10 o'clock in the morning until 6 o'clock in the evening, with an hour's intermission, and we worked even through this. The members of the committee were *very* unanimous on almost every point and you would be surprised to see how closely they followed your paper. There are some minor variations, but in substance the matter went through exactly as you wanted it. Gates will send you a copy of the report which he and I prepared last night in New York. [The two were evidently appointed by the committee to formulate the report.] Surely we have things in satisfactory shape. I am glad that the work is over; it has been a great strain upon me. If anything can be accomplished, I shall be happy.

I remain

Yours truly,
W. R. Harper

"Your paper" in this letter means a paper prepared by the author in answer to the questions put before the Committee of Nine and signed by twenty-three Chicago men.

Three days later he wrote again very briefly:

Telegrams received yesterday from Gates make the Chicago matter quite hopeful. It seems he had a very pleasant interview with Mr. R. The exact import of it I have not yet learned. Mr. R. agreed to see him again just before the May meetings. Let us hope and pray.

The May meetings referred to were the "Anniversaries" of all the denominational societies. In connection with them the annual meeting of the Education Society was to be held. These meetings were more than a month away, and to one of Dr. Harper's temperament this was a long time to wait. He had time indeed to get a little discouraged. The matter now rested with Mr. Rockefeller, and he was silent. He continued to hold his option. On April 27 Dr. Harper wrote:

I think the education question now is somewhat mixed. Everything turns on Mr. R.: whether he will take hold or not will be determined within the next three weeks. If he does not everything will be in vain. . . . . I can only feel that I have done all that is possible for me to do. I have given days and weeks of time this year to the question. I feel that I have neglected

other work, not, however, work that was more important. I shall be as disappointed as you will be if it has all gone for nothing. Hoping that brighter days may dawn, I remain, etc.

There was one more letter before the outcome was known. It will be noted that it is in a very much more cheerful vein.

NEW HAVEN
May 7, 1889

MY DEAR FRIEND:

Last Sunday Mr. Rockefeller came to Poughkeepsie and spent all day with me. The largest part of the day was occupied in conversation on educational matters. Of his own accord he introduced the subject and talked freely. He said at least a dozen times, "The next thing for us to do, and the correct thing for us to do, is to establish a College in Chicago." He expressed himself as satisfied with the report of the Committee in nearly every detail. He has only one or two changes which he expects to make, and that he is going to take hold of the Chicago University is as certain as that there is a God in heaven. I feel greatly encouraged. I think it is altogether safe to suppose that before the Anniversaries are over he will make a definite proposition. . . . .

Yours in great haste,
W. R. HARPER

The cheerful and hopeful tone of this letter was without doubt due to the change of attitude wrought in Mr. Rockefeller by the report of the Committee of Nine which had been laid before him. That report, in the light of subsequent history, is of extraordinary interest. The Committee planned as largely and liberally as it dared, and the following was the result.

It was recommended that immediate steps be taken by the Education Society to found in Chicago "a well-equipped college, leaving any desirable further development to the natural growth of time." This recommendation was followed by thirteen others, the substance of which appears in the pages immediately following. What does not appear is the attempt of the Committee to show how fourteen hundred thousand dollars should be distributed over the period of the four years fixed upon for developing the college. The sum of three hundred and seventy thousand dollars was to be expended in buildings, and one million and forty thousand dollars was to be made an endowment for administration and instruction. Two laboratories with their equipment were to cost twenty-five thousand dollars each, as were also the four dormitories proposed.

The gymnasium was to cost forty thousand, the main lecture hall eighty thousand, and the library building a hundred thousand dollars. One million dollars of endowment provided for a president and some administrative officers and a single professor in each of thirteen departments except that pure and applied mathematics had one each. When one contrasts these dreams of the projectors of the University with the actual facts, the proposed cost of buildings with the real cost, the proposed faculty of fourteen with the one hundred and twenty of the University's first year, he sees how conservative these dreams were, and how amazingly the event surpassed the forecast.

In the unanimous adoption of the recommendations by this distinguished and representative Committee the first thing for which Mr. Rockefeller had been waiting had come to pass. The second thing he desired was the actual launching of the enterprise by the Education Society. It looked like an *impasse*. The Society was likely to hesitate to go forward without suitable encouragement from Mr. Rockefeller. He was unwilling to have it understood that he was taking the initiative and wished the Society formally to commit itself to the undertaking in advance of action by himself. As a matter of fact the two may be said, finally, to have acted concurrently. The annual meeting of the Education Society in 1889 was held in Boston. On May 17 the Board of the Society met. It adopted the report and recommendations of the Committee of Nine in all essential respects, committing itself without qualification to the new undertaking in the following action:

1. *Resolved*, That this Society take immediate steps toward the founding of a well-equipped College in the City of Chicago.

2. *Resolved*, That the institution be located in the city of Chicago and not in a suburban village.

3. *Resolved*, That the privileges of the institution be extended to persons of both sexes on equal terms.

4. *Resolved*, That for a suitable site for the proposed institution there be provided at least ten acres of land.

5. *Resolved*, That the Board proceed to raise one million dollars as a financial foundation for the proposed institution.

6. *Resolved*, That subscriptions secured for this fund shall be subject to the following conditions:

Condition first.—That the whole sum of one million dollars be subscribed before June 1, 1890.

Condition second.—That all subscriptions for land and buildings bear interest from June 1, 1890, until maturity, at 6 per cent.

Condition third.—That all subscriptions shall be payable in equal quarterly instalments and shall in no case extend beyond five years from June 1, 1890.

7. *Resolved*, That at least six hundred thousand dollars, and as much more as possible, of the million or more subscribed shall be an endowment fund, the principal of which shall remain invested, and the income used only so far as shall be necessary for the expenses of conducting the institution, and shall not be used in the purchase of lands or in erecting or repairing buildings.

8. *Resolved*, That the Board shall secure the incorporation of the proposed institution as early as practicable; that the Board of Trustees shall consist of twenty-one members, divided into three equal classes, with terms of service expiring respectively in one, two, and three years; that the choice of persons for the first Board of Trustees shall be subject to the approval of the Executive Board of this Society and that the President of the institution and two-thirds of the Board of Trustees of the same shall always be members of Baptist churches.

9. *Resolved*, That the Society shall collect all funds for the proposed institution, and shall pay the same over to the Trustees at such times and in such amounts as shall be approved by the Board, it being understood that the Society shall exercise no control over the financial affairs of the institution, beyond the time when in the judgment of the Board the institution is solidly founded.

10. *Resolved*, That the Society shall take the title to the real estate of the institution and convey the same to the Trustees of said institution, subject to a reversionary clause, providing that, in case the Trustees shall ever mortgage the same, or any part of it, or any portion of the property thereon, the whole shall revert to this Society.

The Board is not without hope that, in no great length of time, this enterprise, pre-eminently important in our educational work, will be brought to complete success.

It was said above that in the final event the Board of the Education Society and Mr. Rockefeller acted concurrently.

As graphically told in the Introduction to this history, the corresponding secretary of the Society, Mr. Gates, had had an interview with Mr. Rockefeller immediately before leaving New York for the annual meeting of the Board and Society in Boston. From that interview he carried with him, and, on the adoption of the foregoing resolutions, laid before the Board the following

communication, which he had been instructed to present only in case the Board, of its own motion, took the above action.

May 15, 1889

Rev. Fred T. Gates, Corresponding Secretary,
American Baptist Education Society:

My dear Sir: I will contribute six hundred thousand dollars ($600,000) toward an endowment fund for a college to be established at Chicago, the income only of which may be used for current expenses, but not for land, buildings, or repairs, providing four hundred thousand dollars ($400,000) more is pledged by good and responsible parties, satisfactory to the Board of the American Baptist Education Society and myself, on or before June 1, 1890, said four hundred thousand dollars, or as much of it as shall be required, to be used for the purpose of purchasing land and erecting buildings, the remainder of the same to be added to the above six hundred thousand dollars, as endowment.

I will pay the same to the American Baptist Education Society in five years, beginning within ninety days after completion of the subscription as above and pay 5 per cent each ninety days thereafter until all is paid; providing not less than a proportionate amount is so paid by the other subscribers to the four hundred thousand dollars; otherwise this pledge to be null and void.

Yours very truly,
Jno. D. Rockefeller

The annual meeting of the Education Society was held in Boston on May 18. The report of the Board embodying the resolutions adopted the day before was submitted and was followed by a masterly address from Mr. Gates on "The Proposed Institution of Learning at Chicago." After setting forth most convincingly the educational needs of the Northwest he said:

Of many things that must be undertaken, our Board has named the first and most important measure of relief. That measure is now to establish in the City of Chicago a Baptist institution of learning, and before we stay our hand to fix the institution on foundations that shall be solid and enduring.

In concluding this memorable plea for the establishment of the proposed institution, Mr. Gates said:

Nothing great or worthy can be done for education in the West until this thing is done. I can imagine no single educational work which will at a stroke relieve so many difficulties; restore so many disaffections; reduce to harmony and order so many chaotic elements; meet present needs so wide, so deep, so admonitory, so imperative; lay at our feet a domain so magnificent; place in our hands, to be wielded for our Lord and his Christ, a scepter of intellectual and spiritual supremacy, so far reaching and so mighty in its sway.

The account here given of what followed this address is taken from the published report of the first annual meeting of the American Baptist Education Society. At the conclusion of the address of the Corresponding Secretary, Dr. Alvah Hovey, president of Newton Theological Institution, who had been a member of the Committee of Nine, said:

After listening to this very able and interesting address by our Secretary, I desire to offer the following resolution: *Resolved*, That we, the Society members, heartily indorse the action taken by our Board in reference to the proposed College in Chicago.

Dr. Lawrence of Chicago: I rise, sir, to second the resolution which has just been read.

The President: You hear the resolution which has been offered and seconded. I think the Corresponding Secretary, at this moment, has a communication to make which may, possibly, have some bearing on the question.

Secretary Gates: Mr. President and brethren of the Society, I have the unspeakable gratification in behalf of the Board of the Education Society, of announcing that I hold in my hand a letter from our great patron of education, Mr. John D. Rockefeller, [great applause and enthusiasm] in which, on the basis of the resolutions adopted by our Board, he promises that he will give six hundred thousand dollars—

The Secretary's remarks were interrupted at this point by tumultuous cheering and applause, accompanied by the waving of handkerchiefs and other evidences of enthusiasm.

Order having finally been restored the entire assembly united in singing the doxology. "Praise God from whom all blessings flow."

Addresses in support of the resolution were made by Dr. A. H. Strong, president of Rochester Theological Seminary; Dr. P. S. Henson, pastor of the First Baptist Church, Chicago; Dr. T. W. Goodspeed; Dr. E. G. Robinson, president of Brown University; Dr. J. A. Broadus, of the Southern Baptist Theological Seminary; Dr. H. L. Morehouse, corresponding secretary of the American Baptist Home Mission Society, and Dr. H. C. Mabie, of St. Paul. The feeling in Chicago was well illustrated by some of the things said by Dr. Henson:

I scarcely dare trust myself to speak, for I like to speak the truth, and I am fairly intoxicated with a healthy joy. I feel like Simeon when he said, "Now Lord, lettest thou thy servant depart in peace, for mine eyes have seen thy

salvation." "Mine eyes have seen the glory of the coming of the Lord." I was one of the mourners at the funeral in Chicago and this is the resurrection—thanks be to God that giveth us the victory. I heard the trumpet of the Resurrection Angel blown by the Corresponding Secretary of the Society. He has come to the Kingdom for this time. He has been a long time in coming, but he has come. The organization of this Society, the existence and coming to the front of such a princely benefactor as John D. Rockefeller, the coming to the front, as the executive leader, of this splendid Napoleonic Secretary, the marvelous concurrence in the providences of God—the organization, the man to lead it and the man to back it. What hath God wrought! . . . . Let us thank God, take courage, and press through the door to victory, and next year celebrate a triumph, and, as we recall the splendid deed done, that shall be an inspiration for the doing of other deeds grander still, we shall sing with a heartier good will, "Praise God from whom all blessings flow," and march as we sing.

At the conclusion of the speaking the resolution offered by Dr. Hovey was adopted. Dr. William M. Lawrence then moved that the following telegram be sent in the name of this meeting, by the President, Hon. Francis Wayland, to Mr. John D. Rockefeller.

"The Baptist denomination, assembled at the first anniversary of the Education Society, have received with unparalleled enthusiasm and gratitude the announcement of your princely gift and pledge their heartiest co-operation in the accomplishment of this magnificent enterprise."

The motion was received with applause and adopted with enthusiasm.

Such then was the happy outcome of the anxieties of Messrs. Harper, Gates, and Morehouse, and all those most interested, of the many letters, interviews, and consultations of the seven preceding months, of some conflicts and opposition, and of many hopes and fears.

And thus ended the first chapter in the history of the University of Chicago. It remained to be seen whether a second could be added to it. The anxieties of the year had ended in enthusiasm, shouting, and songs of praise. How would the serious campaign of the next year end? The Chicago men on whom was likely to rest the burden of raising the four hundred thousand dollars called for by Mr. Rockefeller's pledge returned home, thoughtful and anxious.

CHAPTER III

THE BEGINNING OF THE MOVEMENT

The raising of four hundred thousand dollars in one year in Chicago in 1889–90 was known by those most interested to be a difficult undertaking. The discouragements were many and great. The denomination to which the appeal must first of all be made numbered among its members no men of any considerable wealth. Those able and willing to give had been solicited for contributions to the Baptist Union Theological Seminary year after year for more than twenty years. Appeals for the Old University had been continuous and urgent throughout the thirty years of its history. The unhappy differences that attended much of that history had so alienated sympathies, destroyed confidence, and discouraged giving for education, that it was fully realized how difficult it would be to regain sympathy, reawaken confidence, and reopen the sealed-up fountain of benevolence in favor of a University with the old name and under the same denominational auspices. Moreover, as will appear later, unusual and extraordinary demands were being made on the financial resources of the citizens for many causes and especially in providing for the enormous demands of the World's Fair.

Nevertheless the attempt had to be made. And there were some encouragements. There was profound and widespread interest. The Old University, in addition to the important service it had rendered to thousands of students, had created throughout the Baptist world, at least, the conviction that Chicago was the foreordained seat of a great institution of learning and the inextinguishable purpose to have such an institution in that city. When, therefore, the American Baptist Education Society resolved to undertake at once its founding, and Mr. Rockefeller made his great offer, the purpose and the proffer were hailed with acclaim throughout that world.

As soon as they could get together after the Anniversaries in Boston, the Baptist Ministers' Conference and the Baptist Social Union of the city issued a call for a meeting of representatives from

the churches of Chicago and its vicinity. Seventy men responded and assembled in the Grand Pacific Hotel on June 5, 1889.

This conference adopted the following resolutions:

1. That a concerted effort be made to raise four hundred thousand dollars during the next sixty days in Chicago and the West.

2. That this conference request the pastors, with select committees of laymen, to undertake this work in every Baptist church in the West.

3. That a College Committee, consisting of thirty-six members, of whom nine shall be a quorum to transact business, be appointed to take the work in charge and co-operate with the Secretary and Committee of the American Baptist Education Society. This General Committee shall have full power to appoint an Executive Committee from its own members, and other special committees, and to take all necessary measures for the vigorous prosecution of the work, in co-operation with the Secretary of the American Baptist Education Society.

4. That the chairman of this conference be directed to convey to John D. Rockefeller an expression of our appreciation of the munificent contribution proffered by him to aid us in re-establishing our educational work in Chicago and assure him of our purpose to do our utmost to carry the undertaking to success.

After the adoption of these resolutions the conference elected the College Committee, E. Nelson Blake, who presided at the conference, being made chairman of the committee. Oscar W. Barrett was made treasurer. He had offices at 172 La Salle St., in the center of the business district of Chicago. In addition to a generous contribution he gave the secretaries the use of a small room as their headquarters, without charge. Having a wide acquaintance he gave much useful information and advice, and, being uncommonly genial and hopeful, he gave daily encouragement to the secretaries and heartened and helped them through many dark days.

This committee held a meeting on June 10, when the following form of subscription was adopted:

SUBSCRIPTION FOR INSTITUTION OF LEARNING IN CHICAGO

CHICAGO, ILL.
June 20, 1889

WHEREAS, The American Baptist Education Society has undertaken to raise the full sum of one million dollars for the purpose of establishing a College in the City of Chicago, Illinois, and

WHEREAS, John D. Rockefeller, of the city of New York, has subscribed six hundred thousand dollars of said sum upon condition, among others, that the whole amount of said one million dollars is subscribed,

Now therefore, in consideration of the premises, and each and every subscription to said object, we the undersigned agree to pay to the American Baptist Education Society, for the purpose aforesaid, and upon the condition that the full sum of one million dollars is subscribed therefor, the sums set opposite our respective names, on the first day of June, 1890: Provided that each subscriber may pay five (5) per cent of his subscription in cash on the first day of June, 1890, and the balance as follows—five (5) per cent of said subscription every ninety days; or ten (10) per cent of said subscription in cash June 1, 1890, and the balance as follows: ten (10) per cent every six months; or twenty (20) per cent of said subscription in cash June 1, 1890, and the balance as follows: twenty (20) per cent yearly; said deferred payments to be evidenced by promissory notes and to draw interest from June 1, 1890, at the rate of six per cent per annum.

Names	Addresses	Amounts	Remarks

This form of subscription was employed through most of the campaign, though toward the close of the year a somewhat shorter form was used. The committee at the same meeting appointed T. W. Goodspeed corresponding and financial secretary to co-operate with F. T. Gates, corresponding secretary of the Education Society in raising the required fund. Upon Mr. Gates's proposing that the beginning of the subscription be made at once, E. Nelson Blake led the way with twenty-five thousand dollars, and others followed until fifty thousand had been subscribed, which, with fifty thousand previously pledged, enabled the secretaries to begin the movement with one-fourth of the total secured. They began their work together on June 15, 1889. Mr. Gates removed his headquarters to Chicago, gave up everything else, and devoted himself for the succeeding year to this one undertaking.

The first step taken was the issuing of a preliminary statement and appeal which was distributed in the congregations of churches in Chicago and sent to twelve hundred pastors throughout the West. This being done, the secretaries settled down to the real work of personal solicitation. They went everywhere together. It was Mr. Goodspeed's task, after a day's work of solicitation was over, to prepare a list of twenty or thirty persons to be visited

the following day. With much to encourage, there were the inevitable discouragements which always attend efforts of this nature. It was Mr. Gates's task to hold his associate up to the work in spite of these discouragements, to keep him steadily at it day after day, and, rain or shine, to keep him going every day to the last minute of the afternoon. From twenty to thirty calls were often made in a single day. Perhaps one man in three would be found. Of these some would give encouragement and permission to call again. Some would promise subscriptions, but ask for time to make up their minds as to just what they would do. Thus much of the ground had to be gone over from three to six times.

The resolution adopted, at the outset, by the meeting which appointed the College Committee, "that a concerted effort be made to raise four hundred thousand dollars during the next sixty days in Chicago and the West," was proposed and passed, not because it was believed that this would be done, but with the thought, that, possibly, the public interest was such that a widespread, volunteer movement might carry the undertaking far on toward success. It was at least worth trying. It would reveal a good many things. And this it did. It was not a success. But it was very far from being a failure. It led many givers to immediate decision and gave the movement a most promising beginning. But it also assured the workers that they had a long and laborious campaign before them. It revealed a deep and widespread interest, but it also demonstrated that success was not to be hoped for through volunteer efforts, but was to be achieved only through a year-long struggle on the part of the two secretaries, by hard days' work continued to the very end of the year's time granted them, and chiefly by hand-to-hand and face-to-face work in the personal solicitation of as many hundreds of individuals as the time given would enable them to see. This work was begun at the very outset and pushed vigorously for two months.

There was no hesitation as to where the first appeal must be made, or from whom the larger part of the money to be raised must come. The new institution was to be located in Chicago. It was to be founded under Baptist auspices. It was to be, as far as possible, the contribution of that denomination to the cause of

education. It was to re-establish in Chicago that educational work the failure of which had been a sorrow and humiliation. The chief appeal must be to the Baptists of Chicago. They were a comparatively feeble folk financially. But they understood perfectly that the responsibility for the success of the campaign rested, in the first instance, on them. To their honor, it must be said, they did not shrink from the great adventure, but welcomed it with enthusiasm. It was not supposed that they could contribute the full amount required, but they cheerfully assented to the demand that they raise the larger part of it. The interest among them was intense. The secretaries found them ready and responsive. Almost all were deeply interested and willing givers and aided the movement to their utmost, not only by giving liberally, but also by giving at once. They acted on the theory that he gave twice who gave quickly. In these respects indeed a few greatly disappointed and hindered the secretaries. One man, encouraged them to expect five thousand dollars early in the movement. Later he led them to hope for ten thousand. He was seen a dozen times or more. He kept the secretaries in uncertainty as to whether he would give the larger or smaller of the sums named almost to the end of the year and ended by giving nothing. Another most liberal man, for some wholly unaccountable reason, declined to do anything, but at last, near the end of the year, after a final solicitation by Mr. Gates, cheerfully subscribed ten thousand dollars. But for the most part the Baptists of the city welcomed the appeal made to them and were ready to respond to it to the limit of their ability. Everywhere the secretaries were welcomed by their denominational brothers as their representatives and agents, working for them in a great business of which they were the owners and the success of which depended on their interest and liberality. The Chicago churches responded with enthusiasm, the subscription in one of them reaching eighty thousand dollars, in another fifty thousand, in another twenty thousand, in a fourth seven thousand, five hundred, and all the rest, in proportion to their ability, did fully as well. So ready was the Baptist response that at the end of sixty days two hundred thousand dollars had been subscribed. Some men were absent from the city, others had not

yet been found, and a few asked to be given time in which to decide what they could do. The work among them was of course continued to the end of the year. This work was practically closed by a final printed appeal, issued May 5, 1890, and sent to all Baptists who were thought to be able to help and who up to that time had not done so. It brought some unhoped for responses. At the end of the campaign when all the returns were in, it was found that the Baptist people of Chicago had subscribed two hundred and thirty-three thousand dollars. There was one subscription of fifty thousand dollars, one of twenty-five thousand, two of ten thousand, six of five thousand, five of two thousand, five hundred, six of two thousand, one of one thousand, two hundred and fifty, thirty-one of one thousand each, and so on down to the smallest amounts. It had been hoped and expected that two hundred and fifty thousand dollars would be found among the Baptists of Chicago, but the event indicated that there were exceptions to the well-nigh universal interest.

It has been said that two hundred thousand dollars was raised during the first two months of the year. While, however, one-half the money had been found, only a tithe of the hard work had been done. The sixty-day campaign had demonstrated two things among many others. The first of these was that the denomination, outside of Chicago, had not been stirred. A few individuals and a few churches had manifested interest and had given assistance. But the great mass, though interested, appeared at this time to be chiefly interested in seeing their own people in Chicago lift the entire burden. They wanted to see the new institution founded, but it had not yet dawned upon them that their assistance in founding it was imperatively required. The second thing demonstrated by the sixty-day campaign was that the total sum required could not be found among Chicago Baptists. They would have given the whole of it if they had had it to give. But they did not have it.

Where then could it be found? There were two places in which to look for it. These were, first, the Baptist denomination outside of Chicago, and second, the business men of Chicago outside the Baptist denomination. To these two sources of help therefore the secretaries now determined to appeal. As to the first

they felt no hesitation. They had every right to call upon the Baptists of the country. They were the agents of a national organization which had undertaken, in the name of the entire denomination, to establish the new institution. The University of Chicago when established would offer its advantages to students from all the states. There was every reason why churches and Baptist men of wealth everywhere and particularly throughout the Middle West should co-operate liberally. At the same time there were serious obstacles in the way. The Baptists of Ohio were engaged in raising two hundred thousand dollars for Denison University. In Michigan they were trying to secure one hundred thousand dollars for Kalamazoo College. In Iowa they were seeking one hundred thousand dollars for Des Moines College. In Indiana they felt that they had their hands full in caring for the needs of Franklin College. Similar efforts were being made in other states. The outlook, in appealing to these states, was far from promising. Yet it was the next thing to do. It had to be done. On October 1, 1889, therefore, the appeals to the country began. These appeals were made in letters and circulars distributed by the thousand, in visits to other cities and through the columns of the denominational press, particularly through *The Standard* of Chicago. The columns of *The Standard* were generously placed at the disposal of the secretaries and through them every corner of the West was reached and kept informed of the progress of the work. As the denominational organ at the center of the movement, it was in a position to render effective aid, and the secretaries could hardly have made it more useful in their work, if they had themselves owned the paper. In their first appeal to the country on October 3 they said:

> We have delayed making any public appeal to pastors and laymen outside Chicago in the West until now, because we wished first to learn what part the brethren in Chicago would take in this great work. This we now know. The Baptists of Chicago will give two hundred and fifty thousand dollars of the four hundred thousand necessary to be pledged. Two hundred thousand they have already given, and they will pledge, we think, fifty thousand more. After more than five hundred personal calls on the brethren of this city, we think no man can know the present financial strength of the Chicago Baptists, individually and collectively, more accurately than we know it. Our four hundred thousand dollars is simply not here. God has not given that sum of

money to this people for this cause. They are united, harmonious, and zealous in their devotion to the enterprise. Not only have the well-to-do given liberally, but those of lesser means and even the poor have responded out of their hard-won savings. Besides this work the Baptists of Chicago are this year making provision for ten new houses of worship. The brethren of this city have nobly redeemed themselves from the charge of apathy in matters educational. Where in all our history have the Baptist of any city in so short a time done so large a thing for education? In pledging two hundred and fifty thousands dollars the Baptists of Chicago are giving all they are able to give and all they ought to give to our great cause. More they cannot do. But in saying this we have not said enough. Even if the Baptists of Chicago were able to do the whole of this great work, they ought not to do it! You ought not to let them do it. The new college will be a great convenience of course to many Baptist families in this city. . . . . But greater a hundred fold, immeasurably greater will be the value of the college to the vast Baptist brotherhood of the West. . . . . This great enterprise was projected and undertaken, not for the benefit of Chicago, but for the service it promises to render to the entire West. . . . . Brethren of the West, we now turn to you with entire confidence that having seen Chicago do all that can be asked, you will now with equal zeal take up the work. . . . . Send us your best offerings on the blanks that will be sent you.

Subscription blanks were sent out to very many pastors and laymen. The results were almost nothing. A month later, November 7, the secretaries felt compelled to say in *The Standard:*

Our brethren seem disposed to sit quietly by and let Chicago do the whole work. . . . . They are deeply interested in our progress. The feeling is universal that the undertaking *must succeed.* Pastors and laymen wish us God-speed and are eager for information as to the progress of the work. But they do not help us. . . . . The time has come to say that Chicago Baptists *cannot do the work alone.* They are united and enthusiastic. They are doing far more than their part. . . . . We ask only fifty thousand dollars from our people in the West outside of Chicago. This we have every right to ask and to expect. This amount we must have. . . . . This is written to remind our brethren that time is passing. Five months of our year are gone and nearly half our work remains to be done. . . . . We have been asked to name a Sunday on which the matter shall be taken up in all the churches. . . . . We suggest every Sunday between this time and January 1. On one of these eight Sabbaths, will not every pastor bring this cause before his people, receive such subscriptions as they are willing to make and send them in?

Statements continued to appear almost weekly in the papers, and the interest throughout the West visibly increased, but sub-

scriptions were few and small. On November 28 Mr. Gates wrote in *The Standard:*

We are constantly importuned for news of our progress. We are urged by the brethren in the country to keep them informed on every phase of the movement through the columns of *The Standard*. Pastors and laymen in all parts of the West feel almost as if life would not be worth living if this work should fail. The thing that to us is marvelous and inexplicable is that we get so few proffers of practical help to keep it from failure. We ought not to disguise the alarming fact that the subscriptions we have secured from individuals and churches outside of the Chicago Association are very few and the sum pledged aggregates scarcely the hundredth part of the amount required. We have worked with all our might as wisely and in ways as manifold as we have known how. If not always wisely or effectively, we have worked and are working diligently day and night. Yet the pastors are neither subscribing themselves nor laying the matter before their churches. . . . . The present writer is not a Chicagoan. He does not live in this city. He never has lived in Chicago. He never expects to live in Chicago. . . . . His sympathies and prejudices would lead him to leave Chicago to do her full share of this work. But having trod the streets of this city in eager quest for several months, having canvassed, with Dr. Goodspeed, every Baptist of any means in this city, having taken as accurate a measurement of the real means of the Baptists of this city as it seems possible to make, I am convinced that the Chicago Baptists have not that measure of wealth which places them under *moral obligation* to pledge four hundred thousand dollars to this cause. Using language as we ordinarily use it, they simply cannot do it. . . . . The subscription is a popular subscription in Chicago. It has touched all classes of Baptists. The Baptist churches of Chicago have shown an enthusiasm and liberality such as has never before been exhibited by any body of Baptists in any city for any educational cause. . . . . It is here as elsewhere a matter of single-hearted, disinterested philanthropy and nothing else. The persons to be benefited are not the Baptists of Chicago, but the youth of the West, of the present and the future generations, and through these the blessing will be carried to churches, communities, the nation, civilization, and the whole human family.

The response of the churches was still most discouraging. In urging upon pastors the duty of presenting the cause to their churches, Mr. Gates again wrote in *The Standard* of December 12:

Our dependence even for getting the facts before the people is on the pastors. And the facts are interesting. The theme when presented from the pulpit will come home to every family. It appeals to paternal love, it kindles youthful aspirations. The novelty of the theme, the great initial gift, the

largest ever offered by any Baptist for any cause, the grandeur of the undertaking, the greatest Baptists have ever attempted, the imperial promise of the institution when finished, the appalling destitution it will relieve, the present stress of the occasion, the measureless issues that hang trembling in the balance, all these things and many others clothe the subject with resistless attraction.

We beg pastors not to be deterred from presenting this theme by the knowledge that their churches are too poor to help. Present it without making an appeal, if necessary. Anyhow present it.

December was now near its close and the pastors and outside churches were not yet responding in any hopeful way. The appeal of Mr. Gates addressed directly to pastors in an article toward the end of the month contained the following:

. . . . The issue of the whole enterprise now depends on whether the brethren outside this city will pledge one hundred thousand dollars rather than see the great undertaking fall to the ground in failure. We ask, therefore, every pastor living between Ohio and the Rocky Mountains to preach one sermon to his people on Christian education during the month of January. [The foregoing sentence was printed in capital letters.] Since we do not insist that an appeal for money shall accompany the sermon in every case we are bold to urge the sermon itself on every pastor without exception. Preach the sermon, dear pastor, whether your church be in city or country, whether it be large or small, rich or poor, self-supporting or dependent, in debt or out of debt, building, not building, or about to build, favorable to education or opposed to education. Preach the sermon, whether you have been long in the field, or are a new comer, or about to retire. Preach the sermon if your salary is in arrears and the finances are lagging. Contribute to the cause of Christian culture one sermon, contribute the sermon if your people will give, contribute it if they will not give. Preach with an appeal if possible, without it if necessary. In any case, we beg of you, preach the sermon.

Evidences now began to indicate that the pastors were responding to these urgent appeals. They were themselves astonished at the results following the presentation of the cause to their people. Some churches took public subscriptions. Some appointed committees to canvass the congregation. Encouraging subscriptions began to be reported to the secretaries. On February 18, 1890, they were able to say to the readers of their appeals,

We have thus far received from the Northwest outside Chicago about thirty thousand dollars. If we can secure seventy thousand more outside the city our success will be assured. The following is from a brother living in Kansas, to whom personally we have never appealed either verbally or by

letter. "I desire to contribute something. . . . . I will pledge five hundred dollars." Are there not a hundred such noble brethren in the West, whose names we do not know, whom we cannot reach personally in any other way than through the columns of *The Standard*, and yet, who, without personal appeal, will feel in this great stress itself the invitation of duty?

The following week they had another encouraging word to say to their friends outside the city:

It is a great encouragement that subscriptions are coming by mail from individuals and churches in different parts of the West. We are receiving about one thousand dollars a week in this way. We are confident that there are very many who are intending to make subscriptions before our year ends —*if they find we need them*. The time has come to say that we shall certainly need the best help of every friend we have. We ask everyone who feels any interest in the success of this great undertaking to sit down quickly and send in his pledge.

That anyone disposed to do this might have the means at hand, the secretaries printed the subscription blank in full in another column. These blanks soon began to return in the shape of good subscriptions. The interest among the churches visibly increased. On March 20 the secretaries announced in *The Standard* that forty thousand dollars had been secured outside of Chicago. Returns had so increased that they were coming in at the rate of nearly three thousand dollars a week. In response to renewed requests to set a day for the presentation of the cause of the new institution in the churches the secretaries named the second Sunday in April as "University Day" for the presentation of the work and the taking of subscriptions. Having been again urged to insert the subscription form in *The Standard* they did this also. The following week this was done once more and for the last time, and it was announced that up to that date a total of seven hundred subscriptions had been received. The rapid development of interest among the churches from this time to the end will be seen from the fact that at the close of the campaign eight weeks later the number of subscribers had more than doubled. On April 1 it was announced that one hundred thousand dollars remained to be secured. In the first two months of the campaign two hundred thousand dollars had been subscribed. It had taken eight months to raise the third hundred thousand. How could

a like sum be found in the two months now remaining? It was evident that help must be found in the East as well as in the West. Mr. Gates therefore spent a full month in March and April seeking such help in the eastern cities. The results, amounting to nearly a thousand dollars for every day of his absence, contributed very essentially to the final success.

Mr. Gates found that many pastors and laymen in the East were deeply interested in the success of the movement. Pastors like Dr. W. C. Bitting and W. M. Walker of New York City led their people in a general subscription. The response of the East was most liberal. The denominational papers, the *Watchman*, the *Examiner*, the *National Baptist* were most helpful. Had there been time to get the cause before the Baptists of the East, as it was got before those of the West, it can well be believed that their gifts would have equaled or surpassed those of Chicago and the West. The significance of this generous eastern giving was very great. It disclosed, as almost nothing else did, the depth and breadth of the denominational current that was carrying the movement to success. Everywhere throughout the country the hearts of intelligent Baptists were interested. The interest was as wide as the denomination.

The ups and downs of the work are well illustrated by Mr. Goodspeed's "Notes on the New College" in *The Standard* of April 17 and April 24. On the first-named date he reported that the subscriptions of the preceding week had been only one thousand dollars, but the following week he was able to say that ten thousand had been secured during the preceding six days. University Day in the churches had produced five thousand dollars of this. But eighty thousand dollars were still needed and the appeals to outside friends became more and more urgent. May 1 came and fifty thousand remained to be found.

Two more quotations are made from the "Notes on the New College." On May 15 the following was said:

> We have many times heard it said that any deficit can be made up at the Anniversaries. We warn our friends not to deceive themselves. The denomination is not coming to Chicago to make up any deficiency on this subscription. We have had plenty of time in which to do our work. We are expected to

report it fully accomplished. . . . . We shall make no appeal at the Anniversaries to make up a deficit. We shall be ashamed for ourselves and for the West. . . . . We warn our brethren also that we shall not appeal to Mr. Rockefeller to make up any deficit. We will permit the whole enterprise to fail before we ask him to add a dollar to his splendid offer. And we appeal to our brethren everywhere to help us *now, this week, at once.*

On May 22, ten days before the end of their year, the secretaries said in the "Notes":

The work of the past week has been so full of encouragement that *success is now assured. . . . . We are going to succeed.* Shall we have a surplus? We need, we ought to have, we must have a margin.

The appeal to the churches had succeeded! At the outset it had seemed to fail. But in the outcome it had been a wonderful success. In the very last week of the campaign the Evanston church reported seven thousand five hundred dollars, and the Woodward Avenue Church of Detroit, Michigan, of which Dr. C. R. Henderson was pastor, fifteen thousand. Scores of other congregations sent in their offerings and large numbers of individual subscriptions were received. The secretaries had begun with asking outside aid to the amount of fifty thousand dollars. When the campaign ended it was found that nearly one hundred and sixteen thousand dollars had been subscribed outside of Chicago. Such was the effort to enlist the co-operation of individuals and churches in places beyond the narrow limits of a single city and so unexpectedly great was the result.

The secretaries sought to open a third fountain of benevolence in appealing to the business men of Chicago outside their own denomination. At the end of the first three months of their labors they discovered that they had got within sight of the end of the Baptist resources of the city. They had secured two hundred thousand dollars and they saw plainly that fifty thousand more was the utmost they could hope to find by any sort of effort continued during any number of months. With this condition confronting them, after anxious consultations, the secretaries determined to appeal to the denomination throughout the country and to the general business public of Chicago. The story of the appeal to the country, with its happy outcome, has been related.

It remains to tell the story of the appeal to the general public of the city.

A hundred thousand dollars was needed from the business men of Chicago. They were, of course, abundantly able to give it. But would the cause appeal to them? Would they be interested in giving that sum to assist in founding an institution of learning in Chicago under Baptist auspices? And how could two men quite unknown to them reach them and awaken their interest and secure from them so great a sum? Nothing attempted by the secretaries during the year so tested their courage as the facing of this task. Nothing but sheer necessity could have driven them to it. They were sure to meet prejudice against Baptists as guardians and promoters of education because of their very recent failure with the Old University. Moreover the men of wealth of other denominations were having large demands made on them by their own institutions. The Presbyterians were undertaking to add several hundred thousand dollars to the resources of Lake Forest University. The Methodists were caring liberally for Northwestern University at Evanston. Five theological seminaries of as many denominations made large drafts on the benevolence of men of wealth. Hospitals, church edifices, homes of many kinds for the dependent, missions, all kinds of charities made incessant demands on givers. The World's Fair of 1893 was just at this time calling for the raising of a subscription of ten million dollars. With all these multifarious and extraordinary demands on the Chicago men of wealth what chance had these secretaries to get a favorable hearing for their appeal? A pessimist would have decided that they had no chance whatever. The most optimistic could foresee nothing better than a forlorn hope with a possible fighting chance. With much hesitation the secretaries took this chance. Feeling that in trying to see men of wealth they must be introduced by someone better known than themselves, they secured for this purpose the assistance of Dr. G. C. Lorimer and Dr. P. S. Henson, well-known pastors. But these men, while ready to do all they could, were very busy pastors. They did what was possible, but it was soon found that if the secretaries were to make good use of their time they must work together, depending on no outside assistance.

The first man called on, in this new departure, was Charles L. Hutchinson, who promised help, entered heartily into the plans of the secretaries, and continued to give them suggestions and assistance to the end of the campaign. Mr. Hutchinson finally consented to act as a trustee of the new institution. Their reception by Mr. Hutchinson greatly encouraged the secretaries. They were still more encouraged as they continued to get a sympathetic hearing and receive assurances of help. Soon they began to call on men without introduction. They were received so well and so many assurances of help were given them that their courage was greatly increased and their hopes began to enlarge. Actual subscriptions were not made, but such promises were made by men of large means that they began to feel confident that they would secure the hundred thousand dollars they needed. They soon had the names of seventeen men from whom they had assurances of substantial assistance, though none of them had yet made formal and definite subscriptions.

Matters had reached this stage when, on December 4, 1889, a call was made on Marshall Field, the leading merchant of Chicago. Some time had already been spent in inspecting possible sites for the new institution. The site of the Old University had been considered, but when it was found that the building and ground could not be secured for less than four hundred and forty-two thousand dollars, a price which was prohibitive, the desire to locate on this historic site was regretfully given up. Finally unoccupied ground was found fronting on the Midway Plaisance between Washington and Jackson Parks. It was recognized at once as the ideal site. Learning that it belonged to Mr. Field it was determined to ask him to donate ten acres for the purpose. He received the request with hospitality, but said the firm was about to make the annual inventory and learn the results of the year's business. He asked his visitors therefore to come and see him six weeks later. Before the end of the six weeks a letter was sent to him embodying the following points:

That his favorable decision would lead to certain and great success; that any section of the land he preferred to give would be satisfactory; that an agreement would be made to expend at least

two hundred thousand dollars in buildings and improvements within five years (and probably more than this); that these improvements would be begun within one year from June 1, 1890; that they would be of a very high order; that a deed of the land would not be asked until these conditions, or such as he might impose were fulfilled; that every effort would be made to increase the endowments and equipments every year and to make a really great institution; and that he should suggest three or four men in whom he had confidence as members of the board of trustees.

The secretaries next called on Mr. Field on January 15, 1890. The details of the interview are preserved in a letter written four days later to the writer's sons at college. The first thing Mr. Field said was this:

"I have not yet made up my mind about giving you that ten acres. But I have decided one thing. If I give it to you, I shall wish you to make up the four hundred thousand dollars independently of this donation."

The secretaries assured him that this they could and would do. He then had his maps brought and indicated the tract he had in mind to give, lying on the southeast corner of Ellis Avenue and Fifty-sixth Street. The secretaries thought they saw that Mr. Field had really decided in his own mind to make the donation and therefore felt that they might safely urge him to do so. They asked if Mr. Gates might not telegraph Mr. Rockefeller that he had decided to give the site. He repeated that he was not quite ready to go so far as this. The secretaries then said:

"Mr. Field, our work is really waiting for your decision. We are anxious to push it rapidly; indeed, we must do so; and if we can say that you have given us the site, it will help us immensely with every man we approach."

After a moment's reflection, Mr. Field answered:

"Well, I suppose I might as well decide it now as at any time. If the conditions are satisfactory, you may say that I will give this ten acres as the site."

He pronounced the points made in the letter sent to him satisfactory and the secretaries accepted the condition named by him, viz., that they should go on and secure the full four hundred

thousand dollars independently of his donation. He then requested them to write these points out in a form to be submitted to his attorneys and stated that he would give them a contract for a deed, the deed to be made when the conditions were fulfilled. These details were easily arranged and the original site of ten acres was secured. It had a west front of six hundred feet on Ellis Avenue and north and south fronts of about six hundred and sixty-six feet on Fifty-sixth and Fifty-seventh streets. A week later Mr. Gates, in the name of the Education Society, secured from Mr. Field an option on the ten acres immediately south of the tract donated. This option to purchase extended to June 1, 1890. The matter of the donation of the site finally took the following form: Mr. Field gave to the Education Society for the new institution one and one-half blocks and sold to it for one hundred and thirty-two thousand five hundred dollars another block and a half, the three blocks beginning at the Midway Plaisance and running north along the east side of Ellis Avenue two blocks to Fifty-seventh Street and east along the south side of Fifty-seventh Street two blocks to University (then Lexington) Avenue. These three blocks constituted the site afterward transferred by the Education Society to the University. This is the story of the securing of the site. It was universally recognized as an ideal location.

The impulse which the secretaries had assured Mr. Field would be given to their work by the donation of the site became immediately apparent. They had been at work among the business men three months. They now had the names of twenty-three men of wealth who had assured them of help, but they had not secured a single definite, formal subscription. During the week following the giving of the site, however, three subscriptions of one thousand dollars each, and two of five thousand dollars each, were secured among the business men. The work among them went on from this time with increasing success. There were, it is true, discouragements. For example, twelve calls were made one day and only two men found. The next day twenty-one calls were made and only four men found. Some declined to give. But almost without exception this was done courteously and with reluctance. The well-nigh universal attitude was one of sympathetic interest and

of willingness and desire to assist. No men were ever better treated than the solicitors. Such indeed was the public interest that early in 1890 two independent, auxiliary movements were launched that contributed greatly to the final success. The first of these was undertaken by the alumni of the Old University. From the first they had been profoundly interested in the efforts to reconstruct the educational fabric which had been wrecked, or to construct a new one. On June 28, 1889, less than a month after the campaign for the four hundred thousand dollar fund began, the class of '86, the last class to graduate from the Old University, held a meeting and inaugurated the movement for raising an alumni fund for the new institution, everyone present making a subscription. The day following the meeting the members of the class found the officers of the Alumni Association and arranged for the calling of a general meeting of the alumni. This meeting was held on the evening of July 6 at the Grand Pacific Hotel. There were forty or more present, including Dr. J. C. Burroughs, the first President of the Old University. Addresses were made by Mr. Gates, Judge F. A. Smith '66, afterward a trustee of the new institution, Jacob Newman '73, Professor A. J. Howe, who had been for over twenty years head of the Department of Mathematics, E. F. Stearns '69, and Dr. Burroughs, all voicing the heartiest enthusiasm for the new University. Ferd. W. Peck '68, F. A. Smith '66, O. B. Clark '72, George C. Ingham '73, and Jacob Newman '73 were made a committee to co-operate with the secretaries in raising funds among the alumni for the new University. Early in 1890, the movement took the form of endowing a chair in the University as a memorial of their fellow-alumnus, Edward Olson of the class of 1873, late president of the University of Dakota, who lost his life in the burning of the Tribune Building in Minneapolis, November 30, 1889. A very considerable sum was subscribed for this purpose and one of the chairs in the Department of Greek in the University of Chicago commemorates this subscription, its occupant's name being followed by the words, "on the Edward Olson Foundation." Not all the alumni subscriptions, however, were made for the memorial professorship. Some had been made before this movement began. Some came from pastors and laymen in church subscriptions and

others were found in the course of the appeal to the business men. The committee appointed for that purpose co-operated loyally with the secretaries and there were received from the alumni aggregate pledges of thirty thousand dollars. The sons of the first University of Chicago, by their interest and liberality fairly won the title of alumni of the new University.

The other auxiliary movement, connected with the appeal to the business public, was that of the Jews. On February 20, 1890, the secretaries called on B. Loewenthal, a Jewish banker, who expressed great interest and promised to undertake to inaugurate a movement among his people. Dr. E. G. Hirsch and E. B. Felsenthal entered heartily into the undertaking, as did others who were consulted, and on April 8 the Standard Club, composed of four hundred of the leading Jews of the city, on the motion of Morris Selz, unanimously and enthusiastically voted to raise twenty-five thousand dollars for the new institution. A committee of ten was appointed which pushed the work with energy through the succeeding two months. The committee assumed the entire labor of securing the subscriptions, wholly relieving the secretaries from any responsibility or effort. The latter had secured fifteen hundred dollars from Jews who were alumni of the Old University before this movement began. The Committee of Ten finally turned in subscriptions aggregating twenty-five thousand five hundred dollars, making the total pledges received from the Jews twenty-seven thousand dollars. This generous co-operation was one of the essential factors in the final success achieved. The fact that the Standard Club and the Jews generally were making this volunteer contribution for the new institution did much to invite public attention and to interest all classes of citizens in the movement. And thus in the closing days of the campaign another impulse was given to the undertaking. Men were found increasingly ready to respond to the appeals made to them. On May 1 the secretaries issued "*A Brief Final Statement*," setting forth that fifty thousand dollars was still lacking and must be raised during the next thirty days, which was sent to a large number of business men. The next week the subscriptions reached sixteen thousand dollars. The week following they aggregated thirty thousand, and when the annual meeting of the

Education Society was held, May 27, 1890, the secretaries were able to report their work successfully accomplished. The subscription among the business men had reached seventy-five thousand dollars.

Arrangements had been made during the year by the officers of the American Baptist Education Society, in consultation with the officers of the other Baptist national organizations, to hold their next anniversaries, which would take place in May, in the city of Chicago. It was expected that the efforts to found the new institution would be successful, and it was thought fitting that the "Anniversaries" should be held in Chicago, as the center of effort and interest. The annual meeting of the Education Society was held on May 27 and 28. The interest of the entire series of meetings, not only of that organization, but indeed of all the societies, covering a week or more, centered in the meetings of the Education Society, and the center of interest in these meetings was the report of the Executive Board to the Society, detailing the activities and achievements of the year. It was the duty of the Corresponding Secretary, Mr. F. T. Gates, to make this report. Mr. Gates presented in detail a synopsis of the activities of the Society in assisting many Baptist institutions of learning throughout the country, reserving the report of the work in founding the new institution in Chicago to the last. When the Secretary came to this point in his report he spoke as follows:

> The general work of the Society during the year has been far more important and far reaching in significance than can be indicated in this brief synoptical report. Fruitful and promising as our endeavors have been in every section of the country, the general work of the Society has been obscured by the great special task of establishing in this city the foundations of a mighty institution of learning for the West. This undertaking was first resolved upon by our Board in Washington in December, 1888, at its first semiannual meeting after the organization of the Society. And while other valuable interests possible to be encouraged or assisted by us have not been neglected, the founding of this institution has been the main concern of your Board from that day until this hour. At all times, with undeviating purpose and with perfect unanimity of sentiment, the North, the South, the East, and the West, represented in your Board, have sought unitedly the accomplishment of this object.

Immediately after our last annual meeting Divine Providence sent to our help a reinforcement which has been a decisive factor in our success. We mean of course the services of Dr. T. W. Goodspeed, as colaborer with your Corresponding Secretary. With the esteem and confidence of the entire denomination, Dr. Goodspeed has brought to our work a ripe experience, and a knowledge of the fruitful sources of benefaction in this city, in the West, and in the East, such perhaps as no other man in our denomination possesses, in equal measure. With steadfast and contagious cheer and unfaltering persistence Dr. Goodspeed has daily wrought with superb skill and with tension of self-mastery never for one hour relaxed. And it is to his clear statement of fact, his candid, courteous, forcible presentations, and his gracious, tactful, sincere, persuasive appeals in public, in private, and through the press, that we owe in chief part our present measure of success. With love born of a common daily life of joy, and sorrow, and prayer, and tears, and dread, and triumph, the most intense that either has ever known; with reverence which intimacy has only deepened, your Corresponding Secretary counts it the gladdest and most grateful privilege his office has hitherto afforded him, to introduce Dr. Goodspeed to the Society at this hour, and invite him to present to the Society and to the denomination that more important portion of the report of your Board which is made possible today so largely by his splendid services.

The writer of this historical sketch desires to say that the foregoing remarks were not included in the first draft of the present historical sketch; they are included now only upon the insistence of Mr. Gates.

In that part of the report presented by him Mr. Goodspeed gave the amounts subscribed in the different states and territories (excluding Chicago) and foreign countries. After reading the list, he continued:

This makes a list of thirty-five states, territories, and foreign countries. . . . . Thus the North and the South, the East and the West have united to found the new University of Chicago. . . . . It was this universal interest and this country-wide rally to our support that secured success.

The official report of the meeting reads,

So far Dr. Goodspeed has been heard with a profound seriousness. There have been sounds of applause now and again, but gratitude too deep for mirth has filled every heart, and as the reading goes on there are many tear-filled eyes and here and there a bowed head. Everyone feels that he speaks the exact truth when he alludes to the almost tragical interest with which the progress of the work during the last two months has been watched. But the

strain is happily relaxed when he reads the subscription by states and incidentally expresses a hope that the roll of states and territories may be completed. At once two or three people are up to speak for missing states. Maine, South Carolina, West Virginia, Utah, are in the field so nearly together that it is impossible to say which led off. Then someone speaks for the Sandwich Islands. The states and territories have all answered. The doors are opened to the nations of the earth . . . . the nooks and corners of the atlas are ransacked that the world may have a share in the privilege of building the University of Chicago. It is a cheerful scene and yet with an element of earnestness which the report of it may fail to convey. The subscriptions are small, they are found when they are footed up to aggregate but a few thousand do 'ars, but they represent hearty congratulations and a very widespread sympathy.

The revised list of subscriptions by states, territories, etc., excluding the city of Chicago, when these new pledges were added, stood as follows:

Maine	$ 30	Missouri	$ 1,120
New Hampshire	5	Oklahoma	5
Vermont	1,507	Kansas	1,050
Rhode Island	5	Nebraska	1,221
Massachusetts	10,530	North and South Dakota	6,134
Connecticut	1,675	Arkansas	80
New York	10,758	Texas	100
New Jersey	100	New Mexico	10
Pennsylvania	3,676	Montana	175
Delaware	10	Colorado	975
District of Columbia	10	Oregon	25
West Virginia	25	Washington	10
Virginia	250	The Indian Territory	10
North Carolina	25	Wyoming	5
South Carolina	100	Tama Indians	5
Florida	500	California	440
Mississippi	25	Utah	10
Tennessee	50	Alaska	10
Kentucky	70	Mexico	10
Ohio	715	Canada	250
Michigan	15,455	Nova Scotia	5
Indiana	505	New Brunswick	25
Illinois	26,685	Scotland	10
Wisconsin	10,137	Wales	35
Minnesota	17,723	Island of Guernsey	10
Iowa	3,401	Denmark	10

Austria	$ 10	London	$ 10
Spain	10	China	5
Switzerland	5	Burma	10
Germany	20	Madras	10
Siberia	10	The Congo	25
Australia	10	St. Helena	10
Africa	10	Sandwich Islands	5
Egypt	5	Dublin	25
Siam	5	Clipstone, Eng.	5
Japan	20		

This made a total of not quite one hundred and sixteen thousand dollars which, added to the Chicago pledges, made a total including Mr. Field's gift from all sources of five hundred and forty-nine thousand dollars.

The report of the Board concluded as follows:

In founding the new institution the Board has had three objects in view as to its character and conduct. These objects have been constantly before the minds of the secretaries, have been everywhere presented by them in the same terms, and are perfectly understood by all the subscribers to the fund.

The new University is to be a Christian institution. It is to be forever under the auspices of the Baptist denomination. It is to be conducted in a spirit of the widest liberality, seeking thus to deserve the sympathy and co-operation of all public-spirited men, and inviting to its halls the largest possible number of students from every class of the community that it may give to them a true Christian culture.

During the anniversaries a great meeting of all the Societies was held at the Auditorium, then newly completed. When the time allotted to the Education Society arrived Secretary Gates said:

I hold in my hand a letter. It bears date of May 15, 1889. It was written by Mr. John D. Rockefeller. In this letter in which he agrees to contribute six hundred thousand dollars toward the establishment of a new institution of learning in Chicago, he conditioned his gift on the raising of four hundred thousand dollars more, on or before June 1, 1890, those pledges for four hundred thousand dollars to be satisfactory to the American Baptist Education Society and himself. During the progress of our canvass Mr. Marshall Field offered to this Society a most admirable and exceedingly valuable site for the new institution of learning, and he also conditioned his gift on the completion of the four hundred thousand dollar fund according to the terms which Mr. Rockefeller had made.

You will perceive that it is necessary that the subscribers to this fund should know authoritatively that both Mr. Field and Mr. Rockefeller are satisfied that the conditions which they have made are fulfilled. First, Mr. Rockefeller had required that the pledges be satisfactory to the American Baptist Education Society. The Executive Board of our Society appointed a committee, consisting of Messrs. E. Nelson Blake, C. C. Bowen, and J. A. Hoyt, which carefully looked over the pledges and made a report, which report is embodied in the following telegram, which I shall read, addressed by the Board to Mr. John D. Rockefeller, bearing date of May 23:

"CHICAGO
May 23

"*John D. Rockefeller, New York:*

"We are directed by the Executive Board of the Education Society to wire you as follows. The Board, through a committee consisting of E. Nelson Blake, C. C. Bowen, and J. A. Hoyt have carefully examined every pledge of the four hundred thousand dollars, and find what they believe to be good and satisfactory pledges amounting to four hundred and two thousand and eighty-three dollars. Further funds are promised and are coming in at the rate of a thousand dollars per day. The Board find that in addition to the above sum, gifts of libraries and apparatus have been made, valued at fifteen thousand dollars. Mr. Marshall Field's pledge is not included in the above. The Board certify that your terms are fulfilled to their satisfaction. Your certificate that pledges are satisfactory desired at once to announce here to subscribers, and to secure site. Shall we send a messenger to see you with pledges for examination? Please wire your wishes to the Auditorium Hotel.

"F. T. GATES, *Secretary*
"GEORGE DANA BOARDMAN, *Chairman*
"ALBERT G. LAWSON, *Recording Secretary.*"

In response to this telegram, your Board received the following from Mr. Rockefeller:

"NEW YORK
May 24

"*Rev. Fred T. Gates, Corresponding Secretary, Rev. George Dana Boardman, D.D., Chairman, American Baptist Education Society,* etc.:

"Your telegram received, stating that the Executive Board of the American Baptist Education Society have carefully examined the pledges made for the Chicago University and that the conditions of my pledge of May 15, 1889, to give six hundred thousand dollars for the same have been complied with. I accept the statement of this committee, and will cheerfully carry out my covenant in the said pledge. I rejoice with you and our many other friends on your remarkable success in securing this fund and hope our most sanguine expectations for the University will be fully realized.

"JOHN D. ROCKEFELLER."

I have also this letter from Mr. Marshall Field, written on the receipt of the telegram from Mr. Rockefeller.

"CHICAGO
May 26

"F. T. Gates, Corresponding Secretary:

"DEAR SIR: Satisfied that the conditions attached to the noble pledge of Mr. John D. Rockefeller to give six hundred thousand dollars as an endowment for a new institution of learning, to be located in this city, have been fulfilled, I take great pleasure in notifying you that I am prepared to carry out my covenant of January 22, 1890, to give a site for the new institution and to furnish further land on the terms suggested. In common with all citizens of this city I appreciate the splendid benefaction of Mr. Rockefeller to Chicago. I congratulate the people of this city and the entire West on the success achieved, and with all friends of culture I rejoice that another noble institution of higher learning is to be founded, and founded in the heart of the continent.

"Yours very truly,
"MARSHALL FIELD."

The reading of these communications was greeted by loud and repeated applause by the great assembly which crowded the new Auditorium. One year before Dr. P. S. Henson, pastor of the First Baptist Church, had been one of several speakers who voiced their joy at the first announcement in Boston of Mr. Rockefeller's great proffer. He alone was now called upon to speak. He said, among other things (and it will be noted how views were expanding and expectations, regarding the new institution, were growing),

I believe in a national university, a university so solid in its foundations and lofty in its aspirations that it deserves to be denominated national. And in the good providence of God, and as the result of the princely benefaction of one of God's noblemen and by virtue of the sympathy of public-spirited Chicagoans, and the hearty interest of our great Baptist denomination, we are to have a great national university in this city where we reside. [At this point the speaker was interrupted by long-continued applause.] Dominated by Christian principle, permeated through and through by the spirit of Him who has taught the nobility of service, ... this is the higher education for which the world is waiting and this is the place to plant it. . . . . We have come to a new era in the history of Chicago. We stand tonight in an august presence. We mark tonight the beginning of a new line of march. . . . . No wonder that the public-spirited citizens of every faith . . . . should watch this movement with profound interest and assist it with their generous contributions. . . . . The University of Chicago through all the years of coming time will tower like a mighty Pharos, shining with a more resplendent luster

than the electric light which gleams from the statue of Liberty in New York harbor and which guides the storm-tossed mariner into port. Brethren of the National Baptist Education Society, we thank you for the generous appreciation of Chicago and the great Northwest, which made you resolve that the first magnificent educational memorial of united denominational effort should arise in this central city. . . . . Long may he be spared who, more than any other man, has contributed to this glory of the consummation.

Brethren of Chicago and the great Northwest, for us this is a day of days, a day of Appomattox triumph after a Bull Run defeat, a day to rejoice in with humble, hearty gratitude to God, a day to tell to our children's children, and for remotest posterity to celebrate. A tremendous trust has been committed to us; a solemn responsibility devolves upon us. Let us discharge it in no little, narrow, sectarian spirit, but with broadest catholicity and highest patriotism and Christian resolve. And may God crown with blessing the embodiment of so many hopes and the answer to so many prayers—the new University of Chicago.

The great assembly united in singing the Doxology. Thus ended a great occasion and a great day in the history of education and of the denomination which had conceived and inaugurated the new movement. Again the anxieties, fears, hopes, and struggles of the year had ended in enthusiasm, shouting, and songs of praise.

The trustees of the new institution were designated by the Executive Board of the Education Society during the week in which these meetings were being held. The first trustees were chosen in the following manner. Secretary Gates well understood that, as the executive officer of the Education Society, it devolved on him to find men who could properly be named to the Executive Board for consideration as trustees. Throughout the whole of the year in which the subscriptions were being sought he was constantly on the lookout for good trustee material. Here and there men were found who were not satisfied with making liberal subscriptions, but exhibited so deep and intelligent an interest, making inquiries, offering suggestions, proffering services, seeking to interest others, furthering in every way they could the work of the secretaries, that their ultimate appointment as trustees followed naturally, almost inevitably, their living and enlightened interest in, and unselfish and voluntary services to, the enterprise. Often on leaving an office where there had been an interview with a man of this sort, Mr. Gates would say, "There is a man who will make

a trustee!" A list of gentlemen was thus prepared before the end of the year came. The names were submitted to Mr. Rockefeller and to Mr. Field and to the rest of the principal subscribers and were by them approved to the Executive Board of the Education Society for appointment. Their names were submitted as the nominees of the subscribers to the fund and as such were approved by the Executive Board as the first Board of Trustees of the projected institution. The following were the men thus chosen: Joseph M. Bailey, a member of the state Supreme Court and later chief justice; E. Nelson Blake, twice president of the Chicago Board of Trade, and first president of the University Board; Charles C. Bowen, a business man of Detroit, Michigan; Elmer L. Corthell, a civil engineer; Eli B. Felsenthal, a lawyer and an alumnus of the first University of Chicago of the class of '78; Edward Goodman, one of the proprietors of *The Standard;* Dr. William R. Harper, later president of the University; Francis E. Hinckley, a business man; Charles L. Hutchinson, president of the Corn Exchange Bank and the Art Institute, first treasurer of the University; Herman H. Kohlsaat, newspaper proprietor and editor; Andrew MacLeish, merchant, long vice-president of the Board; John W. Midgley, railroad expert; C. W. Needham, lawyer; Dr. Alonzo K. Parker, pastor of the Centennial Baptist Church; Ferdinand W. Peck, a capitalist and an alumnus of the first University of the class of '68; George A. Pillsbury, a business man of Minneapolis, Minnesota; Henry A. Rust, business man, later business manager of the University; Martin A. Ryerson, capitalist, long president of the Board of Trustees; Daniel L. Shorey, a retired lawyer; Frederick A. Smith, lawyer, alumnus of the first University of the class of '66, later judge in the Chicago courts and second vice-president of the Board; and George C. Walker, capitalist.

The first meeting of the trustees was held in the Grand Pacific Hotel on July 9, 1890. Although not yet legally incorporated, the Board appointed committees and elected officers. The officers of the first year were E. Nelson Blake, president; Martin A. Ryerson, vice-president; Charles L. Hutchinson, treasurer; Thomas W. Goodspeed, secretary.

At this meeting Mr. Goodspeed gave in outline a history of the enterprise to date and reported that seventy-five thousand dollars had been paid on the subscriptions. Mr. Gates submitted a very important statement, which may be found in the Appendix, as to "the engagements and obligations which the Education Society entered into with the subscribers to this fund," and how thus far these obligations had already been discharged. In concluding his statement Mr. Gates said, "We now commit to you this high trust. The erection of the buildings, the organization of the institution, the expenditure and investment of its funds, and all that pertains to its work, its growth, and its prosperity, is placed absolutely without any reserve under your control."

On September 8, 1890, the trustees of the first University of Chicago formally changed the name of that institution to "The Old University," and two days later the Secretary of State issued the certificate of incorporation of the new University. The second meeting of the Board of Trustees was held September 18, 1890, when all action previously taken was "approved, ratified, and re-enacted," and Dr. Justin A. Smith, editor of *The Standard*, was made recording secretary, in which position he served for several months. This meeting was chiefly memorable because it witnessed the unanimous election of Dr. Harper to the Presidency. This story will be told in the next chapter.

The year 1890–91 was a busy one for the Trustees, but the promise made to the alumni of the Old University was not forgotten, and on February 1, 1891, the following resolution, offered by President-elect Harper was adopted:

> *Resolved*, That in view of the relation of the new University of Chicago to the institution that formerly bore that name, we hereby confirm and re-enact the degrees of B.A. and B.S. conferred by the former University of Chicago and we invite the graduates to consider themselves alumni of this University and to co-operate with us in building it into greatness.

That the record of this matter may be made complete it may be stated that later the board extended this action to all who had received the degree of Bachelor from the Old University.

At the end of the first fiscal year of the University, June 30, 1891, one hundred and sixty thousand dollars of the subscriptions

to the four-hundred-thousand-dollar fund had been collected. The block and a half of ground purchased from Mr. Field was paid for, and the Education Society conveyed the entire site of three blocks to the University on August 24, 1891.

Thus the Society, in accordance with the policy adopted in the beginning, "to exercise no control over the financial affairs of the institution beyond the time when, in the judgment of the Board, the institution is solidly founded," now withdrew and left the new University it had done so much to originate to the sole care of its own trustees.

CHAPTER IV

THE FIRST PRESIDENT

The first President of the University was William Rainey Harper. He was born at New Concord, Ohio, July 26, 1856, and was of sturdy Scotch-Irish stock. A student from early boyhood, he entered the Freshman class of Muskingum College, New Concord, at ten years of age. Although one of the youngest students ever permitted to pursue a college course, it was characteristic of him that he habitually took more than the required amount of work. His mind was unusually and creatively active from his earliest years to the end of life. He had an insatiable appetite for intellectual exertion. An eminent scholar relates the following conversation with him when he was about twenty-six: "He asked me how many hours a day I could work, and when I told him that I could not do real intellectual work more than seven hours a day on an average, he expressed great surprise and told me he worked seventeen." No wonder he entered college at ten, habitually took extra courses, and graduated at fourteen with the honor of the Hebrew oration. Although on his graduation his father wisely made the boy a clerk in his store, it cannot be doubted that he himself regarded the clerkship as incidental to his real work, for his studies still went forward with such zeal that at seventeen he went to Yale as a graduate student in philology. Before his nineteenth birthday he received from Yale the degree of Doctor of Philosophy.

The same year, 1875, he married Ella Paul, daughter of President Paul of Muskingum College. He married, as he did everything else, early. In the autumn of the same year, 1875, he became principal of Masonic College, Macon, Tennessee. The following year he went to Granville, Ohio, as tutor in the preparatory department of Denison University. Here his unusual qualities were soon divined by President E. Benjamin Andrews and the preparatory department was made the Granville Academy with the youthful tutor as principal. Let it not be thought that young Harper was

PRESIDENT WILLIAM RAINEY HARPER

merely a bookworm, who knew none of the joys of youth. He early developed a love of music which greatly enriched his life. He was a member of a band and played the cornet, and playing on this instrument was one of his recreations when President of a great University.

In 1877 he became an attendant at the students' prayer meetings in Denison, and in them first expressed his desire and purpose to become a Christian. It was at this time that he became a Baptist, though his father's family was Presbyterian. While teaching the classics he had never given up his Hebrew studies, and with the new religious purpose dominant in his life, he began to cherish a desire to teach the Hebrew Scriptures.

President Andrews soon came to see that the principal of his Academy was an altogether unusual man—that he could not be confined to academy work and ought not to be. Much, therefore, as he disliked to lose Dr. Harper, he put selfish considerations aside and recommended him to the Theological Seminary at Morgan Park for its vacant chair of Hebrew. The writer of these pages first met Dr. Harper in the study of Dr. Northrup, president of the Seminary at Morgan Park. The two representatives of the Seminary were members of a committee appointed with power to engage him as instructor in Hebrew. Dr. Harper was stockily built, five feet seven inches tall, smooth-faced and spectacled, and looked very young. He was twenty-two—younger than the men he would be called upon to teach. He was too young to be made a professor, but, with some misgiving, was made an instructor, with a salary of one thousand dollars, and began work January 1, 1879. The next year he was made a full professor, and the degree of Bachelor of Divinity was conferred on him. The April, 1881, minutes of the Board of Trustees contain the following highly significant record: "The use of the Seminary building was granted to Professor Harper for a summer school for the study of Hebrew." This was the first of Dr. Harper's Hebrew summer schools.

When Dr. Harper left the Theological Seminary in 1886 after seven years' service, he was appointed "lecturer, with the control of the Hebrew Department for three years." In this control of the Department he spent January of the years 1887 and 1888 in

residence, and during this month the work of the institution was almost entirely turned over to him.

The following statement relating to his activities at Morgan Park from the pen of his fellow-professor, Dr. E. B. Hulbert, later dean of the Divinity School, appeared in the March, 1906, number of the *Biblical World*.

> If we were seeking a phrase which would fitly describe him in his Morgan Park career we should call him a young, enthusiastic Hebraist. . . . . At the beginning his enthusiasm spent itself in his regular Seminary class work. He was in charge of a department and he magnified his office. . . . . At the end of two years Dr. Harper found that his super-abounding zeal could not work itself off in regular classes in term time. The impulse seized him to utilize the vacation periods. In 1881, in the Seminary lecture rooms, he opened the first of his famous summer schools. One summer a second school was conducted at Worcester, Massachusetts, to meet New England needs, and the following summer a second school at New Haven, and yet a third in Philadelphia appealed to a still wider constituency. . . . . He saw somewhere a notice to the effect that some rabbi proposed to teach Hebrew by correspondence. Forthwith, with the electric pen he drew up a series of lessons and importuned the ministers whom he knew to begin or review their Hebrew. The next year the lesson slips were printed . . . . and alluring circulars were sent broadcast over the land inviting to the study or restudy of the language of the Old Testament. The renaissance had come indeed, and its inspiring genius, unable to handle it singly, called to his aid his more capable students and other helpers. The expanding work crowded him out of his private library into larger quarters and thence into a vacant store. . . . . There fonts of Hebrew type and outfits for compositors, bookkeepers, and proofreaders, lesson correctors and business exploiters, were installed. . . . . The awakened interest creating the demand for better study helps, the *Elements of Hebrew* appeared in 1881; *Hebrew Vocabularies* in 1882; *A Hebrew Manual* and *Lessons of the Elementary Course* in 1883; *Lessons of the Intermediate Course* and *Lessons of the Progressive Course* in 1884; *Introductory Hebrew Method and Manual* in 1885.
>
> The business of promoting Hebrew, so auspiciously begun and so rapidly extending, could not get on without an organ. The new journal was christened *The Hebrew Student*. . . . . *The Hebrew Student* was popular in character; to meet the more technical linguistic needs, *Hebraica* was launched. . . . . To round out the great endeavor and make it in every way complete one thing more was needed. With the machinery for making trained Hebraists running smoothly and successfully, its originator plainly foresaw that a market for the finished product must be created. He therefore evolved the idea of establishing Hebrew and Bible chairs in all the colleges of the land. . . . . It must not be inferred that Dr. Harper, during his residence in Morgan Park,

was wholly engrossed with Hebrew and its cognates. He found ample time for all sorts of duties in no wise related to his favorite pursuits. No member of the faculty was more ready to take his share of the miscellaneous routine tasks of the Seminary. In the church of which he was a member he was successively clerk, deacon, treasurer, finance committee man, and Sunday-school superintendent. Lack of time was never urged in plea against an interest needing aid. . . . .

The Morgan Park period, with its organization and experiments, is in a sense the key to Dr. Harper's later career. Those days of heroic struggle witnessed the uncertain beginnings of educational ideas which afterward, proved and developed, became cornerstones of the University which he built. The American Institute of Hebrew with its correspondence teaching convinced him of the efficacy of such instruction, and has its counterpart today, not only in the American Institute of Sacred Literature, but in the whole correspondence work of the University. With the Publication Society of Hebrew, with its printing office and its journals, he satisfied himself of the essential importance in educational leadership of such a department of publication as the University Press now is. His summer schools live again in the Summer Quarter of the University, and of many universities; and his principle of concentration in study is recognizable in the whole system of major and minor courses and subjects. . . . . This brief survey of the Morgan Park period reveals Dr. Harper in the making. He was not then the man he subsequently became, but the promise and the potency were there. He had not yet attained, but he was on his way to all we know and admire and love.

It did not take many years for Dr. Harper to grow too great for Morgan Park. The authorities became aware that they could not permanently hold him there. It was therefore no surprise to them when in 1885 and the winter and spring of 1886 he was approached by Yale University. They were, however, surprised by the interest manifested in the matter by one of their friends. On April 5, 1886, John D. Rockefeller wrote the letter to Mr. Goodspeed, quoted in a preceding chapter, informing him that someone representing Yale had called at his office in reference to an effort then being made to take Professor Harper from Morgan Park to New Haven. This gentleman evidently called to ask Mr. Rockefeller to subscribe to the fund for the professorship in Yale being established for Dr. Harper.

To this Mr. Goodspeed replied on April 7, saying:

Professor Harper has been entirely open with Dr. Northrup and me in regard to the Yale College matter. They have been working to secure him for

a year or more and have finally decided to establish a new professorship for him and endow it . . . . and are urging him to authorize them to say that he will accept the appointment. It is a very high compliment to him, and we fear that he will feel that he must accept it. We have said and done all we could to hold him here, for we cannot yet spare him. Dr. Northrup says he has greater capabilities than any man he knows. . . . . He thinks there is more outcome in Harper for our denominational work than in any other man in the country. He is now, at thirty years of age, the universally recognized leader of work in his department. He is not only a scholar, but a leader, an organizer, an administrator, and is easily first and chief in all these directions. He has immense capacity for work and for bringing things to pass. He is now teaching a thousand men by correspondence. He has organized the Hebrew professors of all the seminaries of the country and is conducting six summer schools in Hebrew, with these professors, many of them eminent men, working under him. We feel that our denomination cannot afford to lose such a man.

This feeling and the present exigency have led Dr. Northrup and me to take very decided action during the past four days. We have proposed to Dr. Harper to assume the presidency of our wrecked and ruined University and re-establish it here at Morgan Park, retaining the oversight of the department of Hebrew in the Seminary. The suggestion has taken a strong hold on him, and, if he had some assurance of help, he would not hesitate to do it.

The suggestion was welcomed with enthusiasm by the trustees of the then existing University, and he was unanimously elected President. On May 8, 1886, he declined the election, saying:

. . . . for two weeks I have carefully and prayerfully studied the situation. I realize, as never before, the necessity of this work, its importance, and the great success which must ultimately attend it. I have been strangely and strongly drawn toward it.

Yet, in view of all the circumstances in the case, I am compelled to say, though reluctantly, that I do not see my way clear to accept the great responsibility involved in the position. . . . .

In a letter from Mr. Rockefeller of April 13 he wrote as follows in regard to Dr. Harper:

I should regret to have Mr. Harper leave the Seminary. . . . . If it were deemed desirable in order to hold Mr. Harper, to increase his salary, I would make a special contribution for that object.

To this it was responded:

We appreciate your offer to join with others in adding to Professor Harper's salary. That, however, would not hold him here. . . . . We will not, therefore, avail ourselves of your kind proffer. . . . . During the past week he has received from one to three letters from Yale representatives daily, urging

him to give them authority to say that he will accept the position they offer him. They have now telegraphed him to come to New York and have sent him passes. He felt that he must go and see them and has gone tonight. Dr. Northrup and I have insisted that he should call on you. . . . . I hope you will be able to see him and will do us the service to encourage him not to leave the Seminary. We can't afford to let him go, and for this reason, among others, have urged the claims of the University on him. We believe he is the man of all others to save and restore and make it a great institution.

This letter explains how Dr. Harper became acquainted with Mr. Rockefeller and how that association of these two men began which was marked by events of such far-reaching consequence. Dr. Harper called on Mr. Rockefeller who wrote to Mr. Goodspeed on April 27:

Professor Harper was here yesterday and says he will not reach a final decision until he sees you and the other friends of the Seminary. I said all I could with a view to have him remain with us, and shall regret much if he does not, but I fear he will not.

The fear here expressed proved to be well founded. Dr. Harper went to Yale.

It was in the early eighties, while Dr. Harper was still at Morgan Park that Dr. John H. Vincent, always on the lookout for efficient teachers for Chautauqua, heard of this young teacher of Hebrew and in the summer of 1883 added him to his corps of instructors. Here, as everywhere, Dr. Harper soon made a great impression. It was not long before he was principal of the College of Liberal Arts. His influence and power in the affairs of Chautauqua constantly increased until its whole educational work was in his hands. Bishop Vincent said to the writer, "I had all I could do to keep Dr. Harper from swallowing up the whole thing." But Chautauqua, though he retained his connection with it for many years, was only an incident in his busy life. He did not want it and had no thought of absorbing it. But so extraordinary was his educational insight and imagination, his creative energy, and his organizing genius, that, in every institution of education with which he was closely associated his power was felt immediately and as time went on his influence became more and more dominant.

In the autumn of 1886 Dr. Harper went to Yale as professor of Semitic languages in the Graduate Department. He was also made

instructor in the Divinity School. According to Dr. Frank K. Sanders, writing in the *Biblical World*, March, 1906,

> He threw himself with stirring enthusiasm into his work, making himself almost at a bound the center of a group of earnest students . . . . infusing within a few days an enthusiasm for the subject. . . . . All his methods and his ambitions were a revelation and his leadership was so inspiring that the hours of study which he demanded were given as a matter of course and with great heartiness.

He was teaching Hebrew, Assyrian, Arabic, Aramaic, and Syriac. He had taken the American Institute of Hebrew with him to New Haven with his summer schools, journals, and correspondence school, his assistants, and printing office. Dr. Sanders relates that in his second year in Yale at least two-thirds of the theological men were giving a large proportion of their time and energy to his courses.

Soon he made a new departure. He had begun as a linguist. He now became an interpreter. He had hitherto confined himself to the classroom, thinking himself no speaker. During his first years at Yale he discovered that he had a talent for public address. He began to give courses of lectures on the Bible to popular audiences and proved as attractive and inspiring on the lecture platform as in the classroom.

The value placed on Dr. Harper's work at Yale may be measured by the establishment in 1889, especially for him, of the Woolsey professorship of biblical literature in the undergraduate department, the consummation of a movement begun the year before. On August 11, 1889, President Dwight wrote to him as follows:

> I have secured the promise of the fifty thousand dollars for the English Bible professorship, and thus in establishing your foundation . . . . I congratulate you, and myself also, most heartily on this result.

Thus within three years he came to occupy three separate chairs of instruction, in the College, the Graduate Department, and the Divinity School. After so short a time he was already filling a great place at Yale, and not at Yale only. He had developed such gifts for public address that his services as a lecturer on the Bible were sought far and wide, in universities,

in theological schools, in women's colleges, and in churches. On December 10, 1889, he was elected president of the University of South Dakota, but declined. He had developed such extraordinary gifts in so many directions that Dr. A. H. Strong had sought and obtained his co-operation in the plans for organizing the proposed graduate university in New York City. This is the impression he made on Dr. Strong as shown in the Memorial Number of the *Biblical World* already quoted from:

> With my first acquaintance with him he seemed to me compact of vitality, capable of endless endurance, and determined to win whatever battle he might engage in. Industry never went farther, nor economy of time. . . . .
>
> His love for learning was not the love of a recluse. He learned in order to teach others; indeed, he never learned anything himself that he did not immediately set about forming a class in that particular subject. Not only the subject-matter interested him, but the method of imparting it. Pedagogics were natural to him. How to get the most out of a teacher and out of an hour were vital problems to him. And this pedagogic instinct qualified him to launch a new university upon uncharted seas and with new methods of navigation. . . . . His executive powers were quite equal to his ambitions. He could organize a machine to run the federal government.

Is it to be wondered at that all who were intimately connected with the founding of the University of Chicago from the beginning thought of Dr. Harper and of him only as its President? They never wavered in their choice of him nor in their expectation that he would take the place. They would not consider the possibility of failing to place him at the head of the new enterprise. They regarded his presidency as manifest destiny, as a duty imposed which he could not escape. Their object was to bring him to this view and make him willing to undertake the duty. The main purpose of this chapter is to relate the steps they took to accomplish their object, the difficulties they encountered, and their ultimate success. The movement looking toward Dr. Harper's presidency began very early. On July 17, 1886, three weeks after the Old University closed its doors, Mr. Goodspeed wrote:

> Hold yourself ready to return here some time as President of a new University.

When, after the Vassar conference in October, 1888, he informed his friends in Chicago of the new prospects opening before them for an

institution of learning, without a moment's hesitation they began to tell him that he must be its President. Mr. Goodspeed wrote:

> The only care I should have would be to see the enterprise committed to you.

Dr. Northrup wrote:

> It is self-evident that you are the only man in the denomination that Mr. R. would think of having at the head of the proposed institution, and in this feeling and judgment all intelligent Baptists would heartily concur.

Dr. Smith wrote:

> There is only one name to head the faculties of such a University as is proposed and that is your own.

Mr. Gates wrote that Dr. Harper

> would be immeasurably the best man to organize such an institution and to lead it to prosperity and success.

These letters were written in October and November, within forty days after word came that a new institution was in prospect. They are quoted because their authors were the only men who were at once informed of the new prospects. As fast as the circle of those informed of the plans widened the demand that Dr. Harper should lead the new institution widened. But at the outset a difficulty was encountered. Dr. Harper refused to consider the matter. In a letter of November 23, 1888, to Mr. Gates he says:

> At different times the brethren have spoken to me of acting as the leader . . . . and it has also been suggested to me by Mr. R. himself; but I have indicated clearly and definitely that I am now doing the work which I want to do—that it would be a mistake for me to leave my specialty and take up another work of so general a character.

On December 5 he wrote to Mr. Goodspeed:

> Gates and I talked Monday night from ten o'clock till half-past three in reference to the presidency of the new University. He insisted very strongly, but I think I have satisfied him in reference to the matter.

Dr. Harper had already indicated to Dr. Northrup his disinclination to the presidency. On December 7, 1888, Dr. Northrup addressed to him an elaborate argument and appeal on the subject. Dr. Harper's answer to this letter has not been preserved. Writing him again on January 1, 1889, Dr. Northrup says:

> Your reply of December 11 showed so many and such weighty objections in your own mind against the acceptance of the Presidency that I lost all hope.

Dr. Harper's disinclination toward the presidency must have been very strong to take away all hope from Dr. Northrup whose heart was set upon it. But his refusal to consider the question was made still more emphatic by an attack made at this time, December, 1888, on his orthodoxy. This was made by high authority, not publicly, but privately to Mr. Rockefeller himself. While the latter did not withdraw his confidence from Dr. Harper he was disquieted. Under the first stress of the attack Dr. Harper wrote to his friends messages like the following:

You will see that there is difficulty ahead. I feel this morning very much as if I were ready to pull out of the whole concern. . . . . The question is whether the brethren in the West will stand by me or not.

As matters now stand Mr. Rockefeller still has confidence in me, and he is waiting simply to see whether the brethren will stand by me, or whether . . . . they will brand me as a heretic and throw me overboard. . . . . I have never been able to persuade myself that it was my duty to leave New Haven. . . . . I see as I have never before seen the necessity of great caution in statement of views, and I shall exercise this caution more carefully in the future than in the past, although *I am not conscious of having said anything that ought in any way to compromise me.* . . . . I have peremptorily refused to consider the matter [i. e., the presidency].

It may here be said that Dr. Harper defended himself with success against the charges brought against him. His friends stood loyally by him. This will be made very evident from a letter from Dr. Northrup to Mr. Rockefeller written January 1, 1889. The biographical value of this letter makes its omission impossible.

I certainly would not take the liberty of writing you this letter, were it not at the urgent request of others—especially Drs. Goodspeed and Smith—whose views I shall substantially express in all the statements here made. . . . . I have been in relations of the greatest intimacy with Professor Harper throughout his whole public career, and . . . . I have a firm conviction, based on a large amount of evidence, personal interviews, letters, the testimony of the most capable and conservative of his students, etc., that he is coming more and more fully into harmony, in all vital points, with the faith of our people. I regard him, taken all in all, as the most remarkable young man in the religious history of our country in this century. His intellectual abilities are of the highest order; his scholarship is accurate, thorough, and wide; he possesses a remarkable genius for organization, has extraordinary power of creative enthusiasm, and is a born leader of men. He is exerting more influence today than any ten men holding similar positions in the same department of work.

Withal he is level headed, a man of discretion and practical judgment. His new methods, so fresh and original, show themselves at once to be thoroughly sensible and practicable, so perfectly do they fulfil the end in view. Could he but have adequate scope for his powers he would do a work in behalf of denominational and Christian education in this country beyond the expectation of those who regard him with the greatest admiration. . . . . I urged Dr. Harper to consent to take the lead in the organization of the proposed University, knowing, as I did, that our leading men regard him as pre-eminently qualified for such a work. But he has never given me the slightest reason to think that he would favorably consider the question of leaving New Haven for Chicago.

The teaching of Dr. Harper that was complained of was done at Vassar in a series of Sunday Bible lectures. The lectures were strongly commended by President Taylor for their "fairness, reverence, assertion of the supernatural, the direction of the Spirit, and conservatism," and he gave it as his opinion that "the lectures as a whole were such as would win the hearty approval of men like" his critic. But Dr. Harper was a man of great sensitiveness and had been much disturbed. So much, indeed, was he disturbed that he felt that someone else should be called in to carry forward the negotiation with Mr. Rockefeller regarding the new University. It was for this reason that he called in Mr. Gates.

The next disturbing incident in the plans of those who were counting on seeing Dr. Harper made President of the proposed new University followed immediately after the one just narrated, and was so much more serious as to drive that quite out of their minds. On January 7, 1889, he wrote as follows to Mr. Gates:

I am afraid that my connection with the Chicago matter will be settled absolutely within a very short time. A proposition has just been made me at the University [Yale] which, if accepted, will put forever out of my power such a plan. I am being pressed to settle it within a few days. I wish that before that time I could see you.

The next day he wrote to Mr. Goodspeed more fully, but evidently with a good deal of hesitation:

I do not know that it is worth while to write this letter. I had thought until this morning that I would not do so. In view of everything in the past, however, it seems, on the whole, advisable for me to state to you the facts as they stand today. You will remember that when you were in New Haven I told you that Dr. Day had come to me and made a proposition in reference

to the future. This has been talked of more at length. In some way or other, down at Providence, or New York City, Dr. Fisher [of the Yale Divinity School] got hold of the scheme of the New York City University and of my connection with it. Mark you not the Chicago University. He came to me about it and wanted to know the facts in the case. I told him that the New York City University was about given up, but that there was talk of a Chicago University, and that I had been talked of for President, but that I had not seen my way clear to give any assent to the matter. He at once wanted to know what was needed to make me satisfied at New Haven. I told him I had no demands to make. The next day the President came to me and has been to me three or four times. As a result of the whole matter the thing stands today in the following shape: (1) They propose that no professor shall be elected to take Dr. Day's place [professor of Hebrew in the Theological Seminary] when he gives up his work, which will be within one or two years. (2) That I shall go into the Theological Seminary (remaining a Baptist) and do the eight hours' instruction in connection with my University work, arranging the classes so as to work both departments together to the best possible advantage. (3) That I shall be appointed by the corporation a full professor in the theological department as well as in the philosophical department, and thus be on the managing board of the theological department. (4) That they will pay me for my theological work one-half of professor's salary in addition to my present income as professor in the philosophical faculty, viz., sixteen hundred dollars a year; furthermore that they will pay this in advance for five years, viz., eight thousand dollars—this sum to be used by me in covering the debt of the Publication Society of Hebrew, which I have decided to do myself. (5) They propose a Semitic department room in the new recitation building, with complete furnishings in the way of a special library, maps, photographs, casts, etc. (6) They will give me as much absence in Europe from time to time as I desire, with full salary, and (7) they will furnish a satisfactory assistant to aid me in my work.

I have been surprised at some points of the offer, specially at No. 4. I could hardly believe it, but was asked to call upon the treasurer and did so this afternoon. I found that nine thousand dollars, instead of eight thousand, stood to my order. Of course the acceptance of this proposition absolutely and forever binds me. In my letter to Dr. Northrup I have indicated to him reasons why I thought I was not the man for the presidency at Chicago, and yet before taking this step, which will be irrevocable, I have hesitated somewhat. . . . . I think I will not ultimately decide the matter before next Monday. Some financial matters are very pressing and make it desirable to do so at an early date. Perhaps something will occur between now and then to indicate more clearly to me what is duty.

It is impossible to overstate the consternation caused by this letter among the small group acquainted with and interested in the

University project. The presidency of Dr. Harper was so identified in their minds with the whole movement, they were so confident that this feeling was shared by Mr. Rockefeller, that they saw in this effort to bind Dr. Harper to Yale, if it should succeed, the abandonment of the undertaking and the blasting of all their hopes. On the receipt of the letter Mr. Goodspeed at once consulted Drs. Northrup and Smith and sent the following telegram:

> We think you must tell Mr. R. the facts. Will you do so?

Before seeing them he had written telling Dr. Harper how the above letter had "disconcerted and demoralized" him, and urging that if he (Dr. Harper) would keep good faith he must, before mortgaging his services to Yale for an indefinite period, frankly inform Mr. Rockefeller of the facts, "for fear, if you do not, you may do us a fatal injury." This was good advice, but Dr. Harper could not bring himself to comply with it. The matter, however, was taken out of his hands. Mr. Gates was now in New York. He had been with Dr. Harper in New Haven. He had reached the conclusion that the discussion as to the presidency was premature and could well be deferred. He had therefore proposed to Dr. Harper an arrangement by which a Chancellor should be appointed while Dr. Harper remained at Yale for five or six years, and from that supposed "vantage ground" acted as the Chancellor's official adviser and associate. As this would leave Dr. Harper at liberty to accept the very flattering offers he was considering, while giving him the opportunity of exercising his genius in planning and organizing the new institution, he welcomed the suggestion with enthusiasm and cordially united with Mr. Gates in commending it to Mr. Rockefeller. It seemed to him to solve his difficulty. This suggestion, for the time being, worked in with the plans of Mr. Gates and Dr. Harper and tided things over a somewhat critical moment. They were seeking at this time to arrange an interview between Mr. Rockefeller and Mr. Gates. It was desirable and necessary that as corresponding secretary of the Education Society Mr. Gates should be brought into personal relations with the man who was intending to make a great contribution for education and who ought, for every reason, to make it through that

Society. In pursuance of this plan Dr. Harper met Mr. Gates in New York on January 12, 1889, and they had a long conversation. In writing to Mr. Goodspeed a very full account of the situation, Mr. Gates referred to the matter of the Yale negotiations with Dr. Harper as follows:

Mr. Wallace H. Buttrick, then a pastor in New Haven, came down from New Haven by steamer last night in hot haste (I write the words approvingly) about those Yale propositions. It seems that last night your nephew, George S. Goodspeed, and himself talked the matter over and concluded that Mr. Rockefeller ought to know about them. So he came down to consult Dr. Morehouse and me. The result of our consultation was that we three concocted the following letter to Mr. Rockefeller. "The managers of Yale have recently made several propositions to Professor Harper designed to bind him permanently to that institution. The more important of these propositions are that on the retirement of Dr. Day from the Seminary in one year Dr. Harper shall take his place, while retaining his present position in the University, that he may spend a year in Europe at his pleasure on full salary, and that nine thousand dollars be advanced from his salary for five years to relieve the embarrassment arising out of his connection with the Publishing Company of Hebrew, the money being now tendered and awaiting his disposal.

"Professor Harper is now considering this question and in our opinion the pressure brought to bear upon him will induce him to accept within a very few days. His acceptance of these propositions, designed as they are to bind him permanently to Yale, will preclude any direct educational work for our denomination. We should regard such a result as scarcely less than a denominational disaster.

"These facts having come to our knowledge, we have not felt ourselves at liberty to withhold them from you, while at the same time we are unable to offer any counsel or suggestion.

"For obvious reasons we think Professor Harper would feel a delicacy in mentioning the matter to you at all, and we write wholly without his knowledge, nor shall we mention the matter to him."

We sent this to Mr. Rockefeller about noon. Mr. Buttrick had stolen away from New Haven. But soon after my meeting with Harper this afternoon he inquired, "Has Buttrick been down here today?" "Yes." "Is he here?" "No." "What did he want?" (anxiously). Pause. "He is troubled about those Yale propositions." Quickly: "I had a telegram from Goodspeed this morning, saying they must be laid before Mr. Rockefeller, but I can't have it." "I do not think you need to trouble yourself about that matter at all," said I. "If they are laid before Mr. Rockefeller, it will be wholly without your knowledge, and it can be so stated, and further that you

never will be informed of it." I then made further argument, showing that under the circumstances it was Mr. Rockefeller's due; due also to the denomination and to the University scheme, which might really depend on himself, although that was not probable; that knowing nothing of it, he, Harper, could be in no way compromised, especially if Mr. Rockefeller was assured of that fact. Finally I outlined (from memory of course) a possible letter that might be sent Mr. Rockefeller. I urged that if, indeed, it should prove true that so vast a scheme hung on his acceptance of the presidency, no power could resist such a pressure. Duty would be clear.

The result was that Professor Harper very contentedly, it would seem, and cheerfully let the matter of disclosing to Mr. Rockefeller the Yale scheme drop, and it was not again referred to. I am satisfied that if Harper becomes assured that his presidency is absolutely required, he will not make further objection to going to Chicago.

On January 14, Mr. Goodspeed received a letter from Dr. Harper which contained the following:

Your telegram and letters received. I presume I came near making a very great mistake, for I hesitated a long time before writing to you; however the thing has turned out all right, and in some way or other, I do not know how, Mr. Rockefeller has the information.

That gentleman wrote to Dr. Harper on January 16 that he hoped it would

be convenient for you to have a little conference with me before you, at any time, commit yourself to Yale, or any other place, in an engagement for time.

Some days elapsed before this conference could be held, Mr. Rockefeller having been called to Cleveland. Dr. Harper utilized the time in working out a modification of the plan for his remaining in Yale for five years and overseeing the work of the institution from that "vantage ground." He now proposed to Mr. Goodspeed the scheme of the triple headship which appears in the chapter on "The Inception of the Plan." Dr. Harper was to remain five years at Yale and Mr. Gates and Mr. Goodspeed were to be the resident members of the triumvirate.

It is quite unnecessary to use space in quoting Mr. Goodspeed denouncing the use of his name in any of these futile schemes. This phase of the matter soon passed and was forgotten. Mr. Gates paid no attention to the suggestion of the triumvirate. The interview with Mr. Rockefeller took place on January 27 and Dr. Harper wrote of it to Mr. Goodspeed a full letter to be communi-

cated to Messrs. Gates, Northrup, and Smith, covering eleven points. Only those relating to the Yale matter are here quoted:

I have just returned from a three-hour interview with Mr. R. . . . . He agreed that, everything considered, I would better stay at New Haven for a period not exceeding five years, if I could so arrange it. He would like the arrangement to be for only three years at most. He thought that from there, as a member of a committee, or otherwise, I could do as much as if I were to go to Chicago for these first five years. He is settled in the conviction that I must drop enough other work to make it possible to do the Chicago work. He was never before so kind, nor so interested, nor so anxious to do just the right thing.

Interesting questions are suggested by this interview. Did Dr. Harper by that compelling charm, well known to his friends, so warp the judgment of a man of great sanity of mind and extraordinary practical wisdom as to make the worse appear the better reason? Or, not having fully decided as yet what he would do for Chicago, did Mr. Rockefeller wish to hold his option—retain his liberty of wholly untrammeled action? Perhaps both questions may be answered with a qualified affirmative. The result of the interview, at all events, was a happy one for Chicago. The Yale propositions were accepted, but in such a way that Dr. Harper did not feel bound to remain indefinitely with that institution. It was understood by him that in the meantime he was to give a good deal of service to Chicago. He was thus, in a measure, committed to Chicago. On the other hand it was understood that the Chicago matter was going through, and it could not go through without Mr. Rockefeller. On the whole it may be said that this interview sensibly advanced the Chicago enterprise, assuring it somewhat more positively of both the patron and the president it wanted.

From this date, January, 1889, the question of the presidency was wholly in abeyance for many months. The question was, should there be any institution at all. But no sooner was the money raised for the foundation of the new University than that question came again, at once, to the front. It was now a live question. On June 11, 1890, Mr. Goodspeed again brought the matter before Dr. Harper.

If you come to preside over the University you will have boundless scope. You do not need to be told that it is my dearest wish that you should do this.

. . . . If you take the presidency I am confident the future will be far more splendid than the past year. If I could elect you, you should go in at once. But the trustees of a board composed of such able men as this one will have minds of their own. If you are disposed to consider the matter, I hope you will come on to the [first] meeting and help to give direction to things from the very start. . . . . You would be the only *expert* present. Come.

The answer to this letter was as gratifying as it was surprising. It indicated an entire revulsion of feeling on Dr. Harper's part, and showed that he did not hold himself bound to Yale for any long time. His hands were not tied, and his heart turned toward Chicago. Here is that part of the letter referring to the presidency:

The personal questions in your letter I, of course, appreciate. I will make you here one or two frank statements; in return, I ask the same thing from you.

My statements are these:

1. I am much more inclined to consider the Chicago question today than I have been at any time within the past four years. If I could talk with you, I could show you how and why this is the case.

2. If I thought, or had ever thought, that the matter would be practically a unanimous feeling on the part of those interested, it would have great influence in removing difficulties which have always existed in my mind touching the matter.

Now will you answer me frankly three questions: (1) What other name or names have been proposed; who is in the field? (2) So far as you know, what is Gates's feeling in reference to the matter? (3) So far as you know, what is Rockefeller's feeling?

You and I know each other pretty well. This is a matter for absolute frankness. The only motives which would induce me to take hold of the work would be: (1) a feeling that no other man could be found who would suit the demands of the parties interested; (2) the satisfaction of working for the denomination; (3) the pleasure of being connected with you. As a matter of fact, within two weeks, I shall be made here the Dean of the Faculty of Philosophy and Fine Arts, if I will accept it. It has been proposed to me by the President and by the leading members of the Faculty. . . . . The whole question is a perplexing one. Will you not write me fully and frankly how you feel and think? . . . . I will come to the first Board meeting.

It is probable that Dr. Harper's uncertainty about the feelings of Mr. Rockefeller and Mr. Gates as to the presidency was due to the fact that in the desperateness of the struggle to establish the institution the question had hardly been thought of, much less

talked of, for seventeen months. As they had not mentioned the matter to him he thought it possible that, in view of his closing with the Yale propositions, they might have considered some new man. His readiness to reopen the case was a tremendous relief to those most interested. Mr. Goodspeed wrote him at once:

Your letter of June 4th has given me much pleasure. The questions you ask I will answer frankly.

1. I hear no one seriously proposed for President except yourself. Of course names are lightly and foolishly bandied about. . . . . But no one has ever been named with any seriousness but yourself. No one is in the field, to my knowledge.

2. Gates feels just as I do.

3. I have always supposed Mr. R. would wish you to take the place, but I have no information in regard to his present views. . . . . I am anxious that you should hold your mind open on the subject. Come and get acquainted with the Board. . . . . You speak of the necessity of a "practically unanimous feeling on the part of those interested." Don't you know there will be scores of candidates and that their friends will not be unanimous for anyone? What I want is a unanimous *Board*, who will lay violent hands on the one man for the place and not take No for an answer.

Mr. Gates was not slow in letting Dr. Harper know where he stood. On June 9, 1890, he wrote:

You are the only man I have ever seriously thought of for that position. I stand where I have always stood. The wonder is that you should seem to doubt me. What have I done that you should now inquire of Goodspeed where Gates stands, you rascal? You will always find me, old fellow, just where I was the last time you met me. Count on that. I have not talked with you much about the matter lately because I have been bent double with a load of anxiety as to whether *any* presidency would be possible. . . . . That you will be offered the presidency I have not a doubt.

On July 9, 1890, the first meeting of the Board of Trustees of the new institution was held. Dr. Harper was a member of the Board and was present. Among the committees appointed was one on the nomination of a President and the organization of the University. From this meeting Dr. Harper went to his summer work at Chautauqua. Mr. Gates and Mr. Goodspeed showed him the site, which he had not seen, and laid on him once more the duty of accepting the presidency which was certain to be offered to him.

This had been informally agreed upon by the Trustees. As soon as he reached Chautauqua he wrote to Mr. Gates:

> You will not misunderstand me when I tell you that when I found myself on the street car in Chicago yesterday, on my way downtown, after having said good-bye to you and Dr. Goodspeed I felt an awful relief. It seemed as if I had entered into a new atmosphere. The weight upon my shoulders while with you was enormous. I am afraid that my only hope for relief is to keep out of the way of you two men.

To this Mr. Gates replied,

> I am afraid you are a Jonah. You can easily escape Goodspeed and me, but whether you will be able so easily to escape the voice of duty and of God—of that I am not so sure.

Although Dr. Harper had not been elected President at the first meeting of the Board, this was only because the Board was not then legally incorporated, and it had been made plain to him that as soon as the incorporation was effected the Trustees would elect him by a unanimous vote and fully expected him to become President of the University. This very quickly became common knowledge throughout the country, in New York and New Haven, as well as in Chicago. Naturally enough the first difficulty arose in New Haven. Dr. Harper lost no time in acquainting President Dwight with the condition of affairs, and, in the most honorable way, confessing that the pull of the Chicago opportunity and duty was felt by him very strongly. It seems that Dr. Dwight had been engaged in seeking an endowment for the chair of biblical literature in the college to which Dr. Harper had been appointed two years before. He had accomplished this in the summer of 1889 and had written to Dr. Harper at that time congratulating himself and Dr. Harper, and saying:

> And now all intending and approaching Baptists—*et id omne genus*—who from time to time are disposed to assail the tabernacles of the blessed saints, and run off with their professors, may have leave to withdraw. We do not wish any such people about Yale, looking after you; and if any such undertake to trespass on the sacred premises, I shall answer them—and shall expect you to—even as the Episcopal minister said John the Baptist answered the Pharisees, "short, concise, and appropriate"—"He is not going to any of your fields," or if you are the speaker, "I am not going."

And now, within a year, those "intending" Baptists had come on again and were assailing the "tabernacles of the blessed saints" in stronger force than ever. It is evident that the question had been frequently mooted between the two men, and that Dr. Harper had insisted that he had never mortgaged his entire future to Yale, and that President Dwight had been equally positive that he was not at liberty to leave. On July 18 the latter wrote to Dr. Harper that he could not honorably leave.

This letter sounded as though it was intended and expected to close the case. But Dr. Harper was a hard man to drive, and the air of finality about the letter probably had an effect exactly opposite to that intended. It did not close the case but left it very much open. President Dwight was disappointed and grieved at this result, and, on July 28, among other things wrote:

> In this case of yours, I have been, in a peculiar degree, the beginning, middle, and end of the movement which has secured your position at Yale by a permanent endowment. If I had contemplated at the outset, or at the time of the final step which consummated the matter, your opening yourself to a call elsewhere, or leaving Yale at the end of the effort, I would never have lifted a finger in the matter, or taken the course which I did.
>
> How others may feel, who are far less centrally connected with the whole matter, I do not know, but for myself I would much rather you had never come to Yale at all, than to have had you remain until this effort had been undertaken and completed and then leave for a new position.

One sympathizes with the feelings revealed in this letter; but could anything speak more eloquently of the extraordinary success Dr. Harper had achieved at Yale and of the importance and value of his services?

Information of what was in the wind became general throughout the country in a surprisingly short time, and letters began to pour in on Dr. Harper from every quarter. His Yale friends strongly advised him to remain at New Haven. Many things, which in the light of the subsequent attraction of the University of Chicago for graduate students, and students of all kinds, seem very amusing, were urged, e.g., the following by a Yale professor:

> Another thing, you draw well undoubtedly. But, my dear fellow, back of you and of all the rest of us here, is the one great power that lends to us more effectiveness than we contribute to it. It is "Yale" that draws. While

you are in your prime, few men will care for a Ph.D. or even a B.A. from your new University who can manage to get a similar degree from an institution like this.

But even stronger arguments were urged in a flood of letters from all parts of the country in the effort to convince him that he must go to Chicago. Presidents and professors of universities, colleges, and theological seminaries, pastors of churches, Trustees of the new University, and others enforced the claims of Chicago by every sort of consideration. No wonder, since he was undecided what to do, that Dr. Harper wrote to Mr. Gates on July 26, 1890:

Whether your characterization of me as a Jonah is correct or not, time alone will show. If ever a man had a subject on his mind I have this one. It is with me day and night. I cannot throw it off. If I would, others will not permit me. It is becoming the torment of my life. Every mail brings letters; every newspaper contains a statement; every man who meets me makes a suggestion. I feel very much like packing my valise and leaving the country.

A little before this date Mr. Gates had visited Mr. Rockefeller and with his approval, had, in a long conference with Dr. Harper, informally pressed the presidency upon him and discussed financial and other details with him at length.

He now responded to the foregoing letter from Dr. Harper:

I think you may be assured of unanimous and enthusiastic action from the Trustees as soon as such action will not embarrass you, and also that your salary will be fixed at such a figure . . . . as will go far toward indemnifying you in the change; and, still further, that details as to the trip to Europe, the time of beginning active service, time to be allowed you for original investigation . . . . amount and character of teaching to be done by you, all these things, I say, and any others will I think be arranged to suit you. The importance of your decision, your favorable decision, to the University and to education at large grows upon my mind. . . . . I need not tell you how strongly I feel that this is God's will for you, this the path of usefulness and so of happiness; I mean the highest and largest usefulness and happiness, and so the path to be chosen at any personal cost. But I desire also to add that, in my deliberate judgment, it is also the path of the highest fame, the mightiest influence, the most enduring power. I believe it will afford you a coign of vantage from which you may, by wise use of your opportunities, achieve *more* in scholarship, *more* in elucidation of the Bible, *more* in reaching hearts of men than your present position in Yale, besides giving you a field of usefulness

in other particulars impossible, of course, at Yale in any subordinate, or even pre-eminent position there. The decision, however, is so important to yourself that I fear it to be in bad taste for me or anyone to press you with too large insistence. God knows how my heart is fixed upon it, however, and how these great hopes will be blighted if you say "No."

The conflict in Dr. Harper's mind had become so distressing, and the outcome seemed so doubtful, that Mr. Gates now thought it necessary for Mr. Rockefeller to throw his influence into the scale. He therefore sent him a letter written on the same day as the letter to Dr. Harper last quoted, July 29, 1890:

I think the Trustees of the University think as I do regarding the desirableness of securing Dr. Harper for President. His reputation for scholarship, now great in both continents, his evangelistic spirit, his denominational loyalty, his executive talent, his sympathy with popular education, his very extensive personal popularity and large personal following, his extensive acquaintance with good teachers, and power to compel good teaching and inspire hard study, the fact that he is a layman and comes from an institution not Baptist while himself a Baptist, these and other considerations are weighty here with the trustees. . . . .

I pity Dr. Harper. He seems in real and deep distress of mind. The fact is (as he explains it) that I was seen with him on the streets of New Haven and my mission guessed. Dr. Fisher and other Yale men in New Haven gathered round him with entreaty and argument. A supper was made for him by Yale men in New York, at which, with the most strenuous insistence, he was urged to remain. On the other hand, there are our interests and the great work possible at Chicago. The prestige of his position at Yale he values much; his associations there are inspiring as well as congenial; his life work he has regarded as biblical study; he is in love with his classes, they are large and eager; his evangelistic work there appeals to the highest motives. I am not mistaken in saying that he was, July 10, *really* and *strongly* reluctant to leave Yale on any terms, and in distress of mind on the subject. He admitted some change of feeling as a result of Yale influences and his own reflections, with the question before him in a stern and practical way.

I have had no conversation with him, other than what you know, regarding your views or attitude. He has not inquired—perhaps with a feeling of delicacy. I think, however, that your influence with him is based on far higher ground than your ability to help the institution financially, and that an encouraging word now from you would have great, possibly decisive, weight with him, without any financial committals; possibly it would relieve his sleepless trouble of mind more than I know. At the same time he has not hinted it, nor have I suggested it.

The progress Dr. Harper was making toward a decision favorable to Chicago is revealed in two letters, the first to Mr. Gates, dated July 30:

> The great question and the question which I am trying to settle in my own mind is, Whether or not I can continue my life work as a biblical specialist, and do this work which the University of Chicago will demand; and if not, whether I am justified in giving up the life work. . . . . You may be sure I am thinking, and dreaming, and doing nothing really but this Chicago matter.

A re-reading of the letter of Mr. Gates could not fail to relieve his mind on this "great question" now troubling him. It seems to have had just that effect, and the second letter shows that he had begun to consider practical questions of ways and means. It also shows that he was advancing fast. In a letter of July 31 to Mr. Goodspeed he says:

> I am laboring on three distinct points; one or two of them I think I can get into shape, but the third is a sticker. It does not seem possible to do what ought to be done, what the denomination will expect, what the world will expect, with the money we have in hand. There must in some way be an assurance of an additional million. How this is to be obtained, or where, is the question. If Mr. R. is in dead earnest, possibly the case will not be so difficult as we may think.

He heard from Mr. Rockefeller within a week after writing this letter and the message must have helped him farther on toward a decision. The letter was written August 5, 1890:

> I agree with the Board of Trustees of the Chicago University that you are the man for President, and if you will take it I shall expect great results. I cannot conceive of a position where you can do the world more good; and I confidently expect we will add funds, from time to time, to those already pledged, to place it upon the most favored basis financially. I do not forget that the effort to establish the University grew out of your suggestion to me at Vassar, and I regard you as the father of the institution, starting out under God with such great promise of future usefulness.

In this letter Dr. Harper had been invited to visit Mr. and Mrs. Rockefeller at Cleveland and in answering the letter and accepting the invitation he said, after speaking of his reluctance to make the great change in his life work which the acceptance of the presidency would require:

> There is one other difficulty which I think has hardly been appreciated. The denomination, and, indeed, the whole country, are expecting the Uni-

versity of Chicago to be from the very beginning an institution of the highest rank and character. Already it is talked of in connection with Yale, Harvard, Princeton, Johns Hopkins, the University of Michigan, and Cornell. No one expects that it will be in any respect lower in grade and equipment than the average of the institutions to which I have referred, and yet, with the money pledged, I cannot understand how the expectations can be fulfilled. Naturally we ought to be willing to begin small and grow, but in these days when things are done so rapidly, and with the example of Johns Hopkins before our eyes, it seems a great pity to wait for growth when we might be born full-fledged.

About this and other matters I shall hope to talk with you when we meet.

It is interesting to note how Dr. Harper, who had reluctantly acceded to the scheme for a "college to begin with," now returned to his original "University to begin with" plan. It was entirely characteristic.

The next moment of great interest in the story was a conference between Dr. Harper and Mr. Gates at Morgan Park, on August 17, 1890. The two men spent the day together, as Mr. Gates writes of it,

a day of crisis and decision, happily fateful for the new institution. The day was beautiful. We spent the afternoon in the open air. We visited the grave of Dr. Harper's child. He was in a tender, fruitful mood, making a momentous life decision. The fundamental question was how could he become President of a University in Chicago and at the same time not practically renounce his chosen life work of Old Testament research, criticism, and instruction.

Gradually the following plan unfolded itself:

1. The Theological Seminary to be removed to the campus of the University.

2. The Seminary to become an organic part of the University.

3. The Seminary buildings at Morgan Park to be used for a University Academy.

4. Equivalent or better buildings for the Seminary to be erected on the University campus.

5. Instruction in Hebrew and Old Testament criticism to be transferred to University chairs.

6. Dr. Harper to be head professor with salary and full authority over the department.

7. Mr. Rockefeller to give one million dollars as a new, unconditional gift, a part of which would go for aid to the Seminary in carrying out the program.

8. Dr. Harper to visit Mr. Rockefeller and *agree to accept the presidency on this program.*

Mr. Gates was greatly encouraged by the developments of the day. He wrote regarding it:

> Dr. Harper spent Sunday with me. He is strongly inclined here. Dr. Vincent, Ely, of Johns Hopkins, Broadus, and other eminent men are urging him our way. . . . . I now think we shall get Dr. Harper.

The visit to Cleveland was made on September 4 and 5. Mr. Gates had already laid the program before Mr. Rockefeller and he was therefore prepared to discuss the whole question. Nearly one entire day was given to the consideration of details, Mr. Rockefeller having apparently immediately decided to give the million dollars as soon as he was assured that Dr. Harper would, if he did so, accept the presidency.

On receiving the assurance of this gift Dr. Harper began at once to act on the theory that he was committed to the presidency. The day after the interview he wrote to Mr. Goodspeed, secretary of the Board, asking him to do six things, indicating that he wished to see things pushed and saying he would assume the responsibility. The second meeting of the Board of Trustees of the new University was held September 18, 1890, and Dr. Harper was elected President by a unanimous and rising vote. He asked and was given six months in which to communicate his decision, but it was understood by the Trustees that his acceptance was assured. And indeed he began at once to perform a president's duties. He entered on the study of the plan of organizing the University. He had already given this some thought, but now went at the problem in dead earnest and kept at it until he had solved it. He began at once the preparation of the six Official Bulletins which gave to the public the entire plan of organization. This "plan," his own creation, designed to be set in motion by its author, which no other man would have dared to undertake to set in motion and administer, itself committed him to the acceptance of the presidency. No sooner, however, had he consented to be elected, on the understanding, by himself and all concerned, that he would be the first President, than he began to be troubled and to find difficulties. He expressed doubt whether the Theological Seminary and its friends would consider him sufficiently orthodox to warrant the union of the two institutions under his presidency. He would

not be satisfied on this point until he had appeared before Messrs. Northrup, Hulbert, Gates, and Goodspeed, and fully stated his views on all the points in question, and received the assurances of those gentlemen that there was nothing in his views that should lead him to hesitate for a moment. For a time thereafter matters went on smoothly. He began to consider men for the faculty. Candidates for positions were all referred to him. Congratulations and urgent appeals to accept poured in on him from all quarters. He received the most convincing evidences that there would be universal satisfaction with his headship. Nevertheless his Chicago correspondents soon noticed that he was becoming gloomy. They sought in every way and by every assurance to lift him out of his despondency. They thought he was overtired and besought him to rest, and particularly to dismiss University matters from his mind for a few weeks. But nothing seemed to help. At last the secret of his trouble came out. In a letter to Mr. Goodspeed, which was received at the end of November, he reverted to the question of his views on Old Testament criticism, and wished the letter submitted to Dr. Northrup and Mr. Gates that the question might be again considered, whether, after all, his presidency would be cordially accepted by the religious public, and whether it would not be better for him to draw out. Mr. Goodspeed was irritated by what seemed to him an attack of over-conscientiousness. He answered, "We have settled that matter and I will not reopen it." Instead of showing the letter to Messrs. Gates and Northrup for consideration he withheld or destroyed it. It contained nothing new and Mr. Goodspeed considered the matter ended. A little later it transpired that someone was writing Dr. Harper letters, "strictly private," advising him that absolute honesty required that he should ask Mr. Rockefeller to consider the question of conscience that was troubling him and perhaps make a full statement to the public. On being informed of this Mr. Gates wrote:

> I can understand how a desire to be honest and candid, and particularly not to deceive the public, now calling you to a lofty office, seems to you to demand frankness of speech. You have stated your views to the leading brethren. That is enough, it seems to me. . . . . Surely candor requires no such public statement. The public demands no such candor. . . . . Such candor is a subtle temptation, especially strong to open, generous natures.

Dr. Harper finally decided that to Mr. Rockefeller he must make a statement of his difficulties. This letter was written January 8, 1891. After reviewing the attack on his orthodoxy in 1888, already narrated, and remarking that "There is no doubt that the way in which I present Bible truth differs largely from that of leading men of the Baptist denomination," and relating in some detail his submission of his views to the Seminary committee in September, the refusal of Mr. Goodspeed to assist him in reopening the matter in November, an equally fruitless attempt to reopen the question in December, the letter continued:

I cannot but believe, from the results connected with my teaching of the Bible, that it is the will of God that I should teach it in the way in which I have been teaching it. I cannot, therefore, consent to accept a position in which that privilege will be denied me. On the other hand, I do not wish to enter into the position and thereby bring upon the institution the distrust of the denomination. The views which I hold can be taught here at Yale, not only without condemnation, but, with constant and hearty encouragement on the part of the President and the theological faculty.

It has been suggested to me that, under all these circumstances, I ought carefully to lay before you and any friends whom you would like to have consider it the exact situation. I realize that we have gone very far already, and that it would be difficult for me to draw out, and I do not wish for any reason to draw back; and yet I feel that I am free from responsibility in the matter, in view of the action taken by me in September before the theological faculty, in November in my letter to Dr. Goodspeed, and in December in my conference with Dr. Northrup. . . . .

It seems to me that this is the thing to do. If my positions are so far away from those of the rank and file of the denomination as to make me unfit to hold the office of President, it ought to be known before I accept it, both for my sake and that of the University. If this is true you ought to know it. I therefore propose to you that you select three or four gentlemen, e .g., Dr. Morehouse, Dr. [W. C. P.] Rhoades, Mr. Faunce [later president of Brown University], and that you give me the opportunity of laying before you and before them the exact facts, in order that (1) I may know whether I shall have the privilege of teaching my views in the University of Chicago, and (2) I may decide in case this privilege is not granted me, whether, under all the circumstances, it is wise for the University and for myself to accept the position.

I am sure that you will not misunderstand this letter. I believe in absolute frankness and candor. I may be morbid on the subject, but for weeks I have felt that I ought to take this step, and I am sure I shall never be at rest until it has been taken, whatever may be the consequences. I appreciate all that you have done for me and I assure you that it is the ambition of my

life to go to Chicago and do the work that has been proposed. It will be the sorest disappointment of my life if it should not be found wise for me to do this.

While waiting for an answer to this letter Dr. Harper answered Mr. Gates's letter quoted above on a declaration to the public and said:

Your long, well-written letter, breathing a spirit and friendliness incomparable, has been received and read carefully. You put the case strongly and take away a good deal of my standing ground—perhaps all of it. I shall consider, and reflect, and meditate.

He also wrote to Mr. Goodspeed and sent him a copy of the letter to Mr. Rockefeller and was answered thus:

I am very glad to have the letter you sent to Mr. R., though it is not flattering to the September Council. I shall always be ready to stand by the decisions there reached without any reference to Mr. R.'s money. I will not, however, promise to go any farther, and I think we are not unreasonable in insisting that you also shall abide by those decisions and not insist on reopening the case every few weeks. . . . . I want you to be conservative and reasonable and no trouble can arise. . . . . The points in which you differ from others are not worth a theological war.

In answering this Dr. Harper said:

It is an interesting fact that, although I sent my letter to Mr. Rockefeller a week ago yesterday, no answer has been received and no reference made to it. What this means I do not know. We will wait and see.

He was compelled to wait more than two weeks longer, although, in the meantime, he had conferred with Dr. Morehouse and suggested an interview with Mr. Rockefeller and had written to the latter suggesting an interview with Dr. Morehouse, and had even gone so far as to say in the letter:

N.B. I suppose that I must resign my work here this week; the present situation seems to place me in a wrong light with the gentlemen of the faculty.

Mr. Rockefeller, however, still took time. It was not until January 31 that Dr. Morehouse wrote this brief note.

I suppose you have been wondering why I have not written you. It is because I have been waiting for that contemplated interview with Mr. Rockefeller. I lunched with him yesterday and am to lunch with him again Monday next, after which I will write you fully and definitely. But I want to say now that, all things considered and duly weighed, it appears that there is but one thing for you to do, namely, to take the presidency of Chicago University.

I wish I could see you, for I can say some things which might not be expedient to write; nevertheless I shall doubtless write what may be necessary to say.

It might be supposed that Dr. Harper, reading this letter carefully, would understand that Dr. Morehouse was, at the time of writing it, engaged in preparing a full letter, which he had been commissioned to write at the first luncheon and was to submit for consideration, correction, and additions at the second, and that he advised Dr. Harper not to make it necessary for the letter to be sent, but to accept the presidency at once or at least to come to New York for an interview with him. As neither of these things was done, however, after Mr. Rockefeller and Dr. Morehouse had lunched together on the following Monday, and the letter, already prepared, had been submitted and approved it was sent as here follows:

New York
February 2, 1891

Dear Dr. Harper:

Mr. Rockefeller has shown me your letter of January 8 touching your acceptance of the presidency of the University of Chicago. While I am in no sense authorized to represent Mr. Rockefeller, at the same time you may implicitly rely upon the following statements as embodying substantially his conclusions as well as my own in this matter.

1. In view of the antecedent understanding between Mr. Rockefeller and yourself, your reading of his letter [promising a million dollars] to the Board of Trustees of the University was, in effect, your ratifying act in the acceptance of the presidency. As that bound him, so it bound you. It would not now be considered fair and honorable for you to recede, even on the score of apprehended difficulties or embarrassments, while he should be held to the performance of his costly pledge. This is the plain business view of the case, the view which the keen business men of Chicago and elsewhere will surely take, should all the facts become known. I have no doubt you view this in the same light.

2. After matters have gone so far, and after so long a time, the introduction of new conditions as prerequisite to your formal acceptance of the presidency is not regarded with favor, and, if pressed, would unquestionably result in serious impairment of the present cordial relations between Mr. Rockefeller on the one hand and yourself and the University on the other.

3. Mr. Rockefeller has neither the time nor the inclination to decide mooted theological questions and to assume the responsibility of saying what you should teach—especially when that responsibility rests elsewhere. And

as to the proposed conference with others and yourself on this subject, he prefers to abide by the decision of the brethren with whom you have fully conferred in Chicago, and who, while recognizing divergence of views, regard you, in essentials, as in accord with them. The brethren named by you would be reluctant practically to sit in judgment upon the candor or the competency of those with whom you have already conferred.

4. You inquire whether it would be wise, in case you should not have the privilege of teaching your views, to accept the presidency. This, of course, is a hypothetical case which was not a factor in the original compact as ratified by you, and hence ought not to be pressed. It certainly would be unwise, after all that has been done, after all the expectations that have been raised, after the great momentum that has been obtained, to plunge the enterprise into confusion, to arrest progress, to destroy the bright hopes of the hour, by declining to give in your final acceptance until somebody should determine what would be best in such a case. This may be left to the logic of events. The wisdom of introducing new complications at this critical stage in the enterprise will be questioned by your best friends. It would seem wiser for you, if necessary, to forego the exercise of some right in the way of dogmatic teaching of views somewhat divergent from those commonly accepted, than to insist upon it at any cost, and in case it were not granted, involve the enterprise in unspeakable embarrassment by your withdrawal. The responsibility of acceptance, even in view of the suggested possibilities of the case, may be left in the hands of Him, whose grace and guidance we all seek. The private committal has been made, and the chief patron of the enterprise is not prepared to give his consent to a reopening of the question or a reversal of the decision.

Most truly yours,
H. L. Morehouse.

On the day following this luncheon Mr. Rockefeller wrote Dr. Morehouse:

I inclose a letter from Dr. Harper of January 26 to call your attention especially to the postscript, which seems to indicate that he has no thought but to go ahead with the western enterprise; notwithstanding this I trust we do not want to have your letter changed.

The "postscript" was the "N.B." already quoted: "I suppose I must resign my work here this week," etc. Mr. Rockefeller thus assumed full responsibility for the letter of Dr. Morehouse and reassumed it in a letter of the same date to Dr. Harper, saying,

He [Dr. Morehouse] has written you a letter on the subject which you will no doubt receive by the time this reaches you.

In this immediate connection the following letter to Dr. Morehouse from Mr. Gates is most interesting. It is dated February 3, 1891:

I am acquainted in detail with all the facts out of which grew Dr. Harper's letter on doctrine to Mr. Rockefeller, and also all the events growing out of that letter. I believed and still believe the letter to have been needless. I am acquainted with Harper's views. He is really a mediator between the Higher Criticism and Orthodoxy, and as such, I think, is destined, if he continues to maintain his tact and discretion, to work an important service to Christianity. His recent lectures here [Chicago] have given great satisfaction to such men as Goodspeed and Northrup and others of the ministry. Not that they accept all his views, without further investigation, or perhaps qualification, but that he has the right method of inquiry, and his public performances are calculated to reassure and do good and not harm. He is not destructive but constructive in his purposes and appears at all times as a rescuer and champion of all that is useful in the Old Testament and of its inspiration as a whole. He, we think, is morbid on the question of his own supposed heresy.

The letter of Dr. Morehouse cleared the air. Agreeing fully with the advice of the Chicago men it finally convinced Dr. Harper. It lifted him out of his morbidness. No more evidences of it appeared. He no longer delayed taking the preliminary steps toward the acceptance of the presidency. On February 5, the day after he received the letter, he wrote to Mr. Rockefeller:

I have today sent my resignation as professor in Yale University to President Dwight.

Two days later he answered Dr. Morehouse:

The four points are strong and you will allow me to say, adroitly put. My conscience, however, is free. I have told "the whole truth, and nothing but the truth." I am ready to go to Chicago; in fact my resignation is now in the hands of President Dwight, and at such time as it may seem best I shall place my acceptance in the hands of the Chicago Board. I do so, however, with the understanding that the platform is broad and free; that everybody has known beforehand my position and my situation, and that I am free to do in the way of teaching what, under all the circumstances, seems to me wise.

I thank you for the interest you have taken in the matter, and the conference you have had with Mr. Rockefeller. I think that you and he together have put the thing in a wonderfully fine shape for all concerned. You do not commit yourselves, nor do you tie me up too closely. Let us have faith that the new plan is to have great success and let us push on.

As soon as the question was thus happily decided, Mr. Rockefeller forgot his reticence and wrote Dr. Harper most cordially, entreating him to let up and have a good rest, and saying,

> And now, my dear Dr. Harper, I will not undertake to express what I feel toward you and your work, and could not if I would. My hopes are high.

Dr. Harper no longer delayed his acceptance which was conveyed in the following letter:

> New Haven, Conn.
> February 16, 1891
>
> *To the Trustees of the University of Chicago:*
>
> Gentlemen: After having considered the proffer of the presidency of the University of Chicago with which you honored me in September, 1890, I beg herewith to indicate my acceptance of the same. With your permission I will not enter upon the work of the position until July 1, 1891.
>
> I believe that, under your wise and liberal management and with the co-operation of the citizens of Chicago, the institution will fulfil the generous hopes of its friends and founders.
>
> It is with this conviction that I unreservedly place myself at your service.
>
> Trusting that the same divine Providence which has guided this undertaking in the past will continue to foster it through all the future, I remain
>
> Yours sincerely,
> William R. Harper.

This letter was laid before the Board of Trustees on April 11. Dr. Harper's salary was thereupon fixed at six thousand dollars per year. He was also appointed head of the Semitic Department with a salary of four thousand dollars, and was granted leave of absence during such part of the time between July 1, 1891, and the date of the opening of the University as he could spend abroad profitably for the University.

Dr. Harper's acceptance of the presidency was hailed with deep and wide satisfaction. Dr. Wallace Buttrick voiced the general feeling when he wrote to the new President on hearing of his acceptance: "I thank you and congratulate the Universe." The relief of those most intimately related to the enterprise was unspeakable. For them a long period of anxiety and struggle was over. The first President was secured.

CHAPTER V

THE EDUCATIONAL PLAN

In telling the story of the founding of Johns Hopkins University, ex-President Gilman makes the following interesting statement:

> Not only did we have no model to be followed; we did not even draw up a scheme or program for the government of ourselves, our associates, and successors. For a long time our proceedings were "tentative," and this term was used so often that it became a by-word for merriment.[1]

Very different from this was the course pursued in the founding of the University of Chicago. It would have been impossible for President Harper to begin such a work without a well-matured scheme. The University was organized in accordance with a fully elaborated educational plan. But it also had its tentative side. President Harper began his quarterly statement at the third Convocation, in June, 1893, with the following significant utterance:

> The first year's work of the University is finished. The foundations have, at least in part, been laid. The essential elements in the policy of the University, as announced by the trustees before its organization, have been tested and, seemingly, have stood the test. Whether these foundations shall prove to have been firmly built; whether the general policy, confessedly radical, shall continue to shape the growth of the institution, can be better answered ten or twenty years hence. It is sufficient at this time to say that a work has been begun which, so far as man can tell, will develop along lines essentially different from those followed by other institutions of this country and of foreign countries. If this should not be so, our work from the beginning may well be regarded as, in a large measure, superfluous.
>
> Until the founding of Johns Hopkins University, there was but one type of college in America. No institution doing real university work existed. With the establishment of the University of Chicago another type, it is believed, has been introduced, differing essentially from the college of historic character, and, just as essentially, from the type of the Johns Hopkins. That a century or more should have passed with no effort other than to duplicate efforts already made, is difficult to understand. The field for experiment in educational work is as vast as any that may present itself in other departments of

[1] *The Launching of a University*, p. 49.

activity. If only those who experiment will be quick to discard that which shows itself to be wrong, the cause of education has nothing to fear from experiment.

The educational plan of the new University was President Harper's creation. The above statement makes two things clear. In the first place, he was thoroughly convinced that he had organized an institution of a distinctly new type, differing in important respects from all others. But, in the second place, he considered it an educational experiment. It had to prove itself good. It had done so, in a measure, during the first year, but only in a measure. One year was not long enough to test it with thoroughness. Whether there would be weak points in the plan, and, if so, what these would prove to be, could be better answered ten or twenty years later.

Had President Harper lived to make a statement as to the practical working of his educational scheme during the twenty-five years which this history reviews, he could have spoken with justifiable satisfaction of the large success of the plan as a whole, but he would also have been quick to acknowledge that some features of it had required modification, perhaps that some had been supplanted by better things. If, therefore, a similar course is taken in this discussion of his educational plan, it will be understood to be not a criticism of that plan, but a historical presentation of it and a review of its practical development.

In the December, 1893, Convocation statement the President spoke of the University as "an institution in which a score or more of new educational experiments are being tried." The things that finally drew Dr. Harper to Chicago were two: first, the opening of the way to create a university instead of a college; and, second, and perhaps particularly, the opportunity to organize the University of Chicago on a new plan. He had a mind unusually hospitable to new views of things. He welcomed them, and if, after examination, they commended themselves as true and important, he was eager to see them tried out in some practical way. Professor Tufts, in writing of an interview between Dr. Harper and himself at the end of December, 1890, says:

Dr. Harper talked freely about his general hopes and plans, and among other things said this, which remains in my memory: "I sometimes wish that

they would let me stay here and teach, and if the proposal were simply to go to Chicago and organize another University just like others which are already in existence, I would not think of it for a moment. It is the opportunity to do something new and different which appeals to me."

This opportunity to organize a university on a new, and, as he believed, an improved pattern, finally drew him to Chicago. For many months before his formal election to the presidency Dr. Harper had been considering, more or less seriously, the plan on which the new institution should be organized. The friends of the enterprise had urged the consideration of this problem upon him. They had reminded him that he was the only educational expert among the Trustees, that on the educational plan the Trustees would look to him for guidance, and they had urged him to have such a plan ready for the September, 1890, meeting. He was assured that he was expected to accept the presidency which would be pressed upon him, and that the submission of such a plan would, therefore, necessarily fall on him. The question, therefore, was on his mind, but he could not bring himself to the study of it in real earnest for two reasons. In the first place he wanted a university in Chicago and desired to plan a university, while a college only was at that time contemplated. And in the second place, while he felt strongly drawn toward the leadership of the new institution, he could not feel that he ought to give up his position in Yale for the presidency of a college. No sooner, however, had he agreed with Mr. Rockefeller that he would accept the presidency if, by the addition of a million dollars to the funds, the way was opened for transforming the college into a university, and no sooner was the way opened and he elected President, than his mind grappled with the question of the educational plan with all the extraordinary concentration which was so characteristic of him. The months of brooding over the question, now that the way was open for planning for the university of his dreams, came to sudden fruition. While returning to New Haven after his election in September, 1890, he began to work on the plan, and before the end of the journey the broad outlines of it had been fully drawn up. According to his own statements, quoted elsewhere, it flashed upon him, suddenly assumed shape, and gave him immense satis-

faction. The first presentation of it was made to the Trustees at their fourth meeting, in December, 1890; adopted by them, and given to the public in what was called *Official Bulletin No. 1.* This was followed at brief intervals by five other official bulletins, filling out and elaborating the plan under the following heads: "The Colleges," "The Academies," "The Graduate Schools," "The Divinity School," "The University Extension Division."

No attempt will here be made to present the educational plan in its details. Dr. Harper, while he grasped large plans in outline, had a remarkable gift for working these plans out into the minutest details. It fell to the writer to be in intimate official relations with him. At their business conferences the President would frequently begin by saying, "I have forty points to be discussed this morning." He kept a Red Book in which he wrote out the points to be worked out by himself or discussed with his subordinates. There are a dozen or more of these Red Books in the University archives. Under every general subject there are written, in his hand, from ten to a hundred and fifty points for consideration or discussion. An officer would often carry away from a conference twenty questions to work out, on which he was expected to report. In the same way the plan was elaborated into great detail. In *Official Bulletin No. 1*, there were a hundred and fifty divisions and subdivisions; in the second, on *The Colleges*, two hundred and twenty-five or more; and in the six Bulletins more than a thousand, filling a hundred printed pages, or more space than is required for several chapters of this history. It is here intended to present the educational plan only in its essential outlines, as modified, condensed, and embodied in the Statutes of the University printed in the first *Annual Register*, 1892–93, emphasizing those features which differentiated the new institution from other universities, and asking which of these features proved so useful, practical, and successful that they persisted and promised to continue to be of permanent value; which underwent change, but with these changes continued at the end of a quarter of a century to be a part of the working plan of the University; and which features, if any, proved to be without value and disappeared.

It is clear, from quotations already made from President Harper's Convocation statements, that he expected some features of the plan to undergo change. He knew that it was unique. Some features of it were new. He believed in it profoundly. It had sprung out of his own experience. He had already proved the value of many of the methods proposed, in the work of his summer schools, in his own lecture-room, in his public addresses. He believed they would work successfully in the organization of a university. At the same time he clearly recognized that he was making a great experiment. The educational methods he believed in, the measures he proposed, were to be tried out under new conditions and on a scale not before attempted. And he would have been the last man to say that these methods and measures would, under the changed conditions, suffer no modification.

It goes without saying that President Harper's educational plan was not in all respects new. A university was to be organized, and it must necessarily resemble in many respects other universities. The most that can be said of the educational plan is that it possessed some novel features, while resembling in many particulars the plans on which other universities are conducted. The differences, however, were marked and important, as will appear from the presentation of the plan.

Official Bulletin No. 1 began as follows:

> The work of the University shall be arranged under three general divisions, viz., The University Proper, The University Extension, and The University Publication Work.

The University proper was to include Academies, Colleges, Affiliated Colleges, and Schools. The Colleges were to include the College of Liberal Arts, the College of Science, the College of Literature, the College of Practical Arts. The Schools were to include the Graduate School, the Divinity School, the Law School, the Medical School, the School of Engineering, the School of Pedagogy, the School of Fine Arts, the School of Music.

The University Extension Division was to include the following:

Regular courses of lectures in and about Chicago.

Evening courses in college and university subjects in and about Chicago, for men and women whose occupations would not allow them to take the regular work on the campus.

Correspondence courses in college and university subjects for students in all parts of the world who could not reside at the University.

Special courses in a scientific study of the Bible, to be conducted at the University by University instructors at times which should not conflict with their regular work.

Library extension in connection with these forms of University Extension work; by which it was meant that books should be sent out for the use of students at a distance from the University.

The University Publication Work was to include the following:

The printing and publishing of all official documents.

The printing and publishing of special papers, journals, or reviews of a scientific character, prepared or edited by University instructors.

The printing and publishing of books prepared or edited by University instructors.

The collecting by exchange of papers, journals, reviews, and books similar to those published by the University.

The purchase and sale of books for students, professors, and the University libraries.

That the President did not regard his plan of organization as unchangeable was made evident before the opening of the University. He added to these three great divisions a fourth, The University Libraries, Laboratories, and Museums. An important and somewhat distinguishing feature of the plan connected with the libraries was the system of departmental libraries. In *Official Bulletin No. 2* it was said:

> In addition to the General Library of the University, a special library and reading-room will be established in connection with each department. These libraries and reading-rooms will contain a full list of standard works and of the current literature, with liberal regulations in regard to the loaning and use of books, and will be supplied with desks and other appliances for the convenience of students.

The system was flexible so that, if deemed advantageous, a group of closely allied departments, like the biological or classical departments, might bring their books and journals together into one library for the group.

In the original plan Affiliation was not one of the general divisions of the University. Making it one was an afterthought. It appeared as such in the first *Register*, issued in 1893.

The general organization, therefore, included these five divisions:

The University Proper.
The University Extension.
The University Press.
The University Libraries, Laboratories, and Museums.
The University Affiliations.

It may be said of three of the general divisions that they were new features in the organization of an American university. In these three—University Extension, the University Press, and University Affiliations—President Harper was deeply interested. The other divisions were common, in one form or another, to all universities. These three were his own conception, and he confidently believed that they promised, if wisely and successfully administered, to increase immensely the University's scope and usefulness and power. Hitherto American universities had concentrated and confined their work within their own precincts. It was President Harper's purpose to extend college and university instruction to the public at large, to make the University useful to other institutions, and to expand its influence and usefulness, through its press, as widely as possible. He believed there were large numbers of people who could spend little or no time at the University itself who would welcome and profit by the instruction of its professors in genuine college and university courses, if that instruction could be sent to them through lectures, afternoon and evening classes, correspondence lessons, and books loaned to them from the libraries. He had learned of the success of the extension movement conducted in England by the University of Cambridge, and expected wide usefulness for the enlarged and varied work in the

university extension he contemplated. It was because he believed so fully in its value and its permanency that in his educational plan he made it one of the five great divisions of the University. The basic principle on which he would build a university was service—service not merely to the students within its walls, but also to the public, to mankind.

This was the end he had in view in all the three new and novel divisions of the organization. He was a profound believer in the power of the printed page. Through the Press he believed the usefulness of the University would be immensely enlarged and carried to the ends of the earth. It was on this account that his heart was set on building the University Press into the system, making it not an incident, an attachment, but one of the great divisions of the University, an organic part of the institution.

The same thing was true as to Affiliation. President Harper did not wish to found a university that would through its rivalry weaken and injure the smaller institutions of the Middle West. He conceived the plan of entering into relations of affiliation with them, not primarily to increase the power of Chicago, but rather to assist them in raising their standards, to add to their prestige, and in every way to strengthen and upbuild them. This principle of large and wide service was, indeed, the fundamental principle of the educational plan of the University.

Among the foregoing five divisions the President was naturally the immediate head of the first, the University proper. Over the others Directors responsible to the President were appointed: as, the Director of the University Extension, the Director of the University Press.

These five general divisions may perhaps be regarded as the foundation upon which the University was to be built. The most important element of the superstructure would, of course, be the students, and the institution was to be coeducational. Men and women were to be admitted to all its privileges on equal terms. This had been decided before the educational plan had been considered. The first public presentation of the plan was made by President Harper before the American Baptist Education Society

at its annual meeting in Birmingham, Alabama, in May, 1891. He then said:

> I would not be honest with you were I to conceal the fact that all my feelings have been opposed to coeducation. My own work has been done thus far in institutions open only to men. . . . . In a new institution untrammeled by traditions, and with the flexibility which it is hoped will characterize the University of Chicago, there seems to be no possible doubt that coeducation will be practicable. At all events the matter has been decided. The charter admits persons of both sexes on equal terms. The desire of the founders and the requirements of the charter will be carried out in the letter and in the spirit.

The internal constitution of the University was to be simple. There were to be four general executive officers. First and chief was the President, who, by the Articles of Incorporation, was made "the executive head of the University in all its departments," with the amplest powers and the fullest responsibility. Under him there were to be the University Examiner, the University Recorder, and the University Registrar, each with his prescribed duties. The other general officers of administration were the Directors of Divisions, already mentioned, and the Deans to be spoken of presently.

The officers of instruction, in other words, the Faculties, were to consist of the following permanent appointees: Head Professors, Professors, and Associate Professors, and the following, appointed for a specified period: Assistant Professors four years, Instructors three years, Associates two years, Assistants, Docents, Lecturers, Readers, and Fellows, appointed for one year. The Head Professor was to be responsible for the conduct of his department.

It was a part of the plan that in the undergraduate department there should be, not the usual four classes, Freshman, Sophomore, Junior, and Senior, but two colleges, the Academic, covering the Freshman and Sophomore years, and the University, covering the Junior and Senior years of other institutions. Later "Junior" and "Senior" were substituted for "Academic" and "University." Thus a student was not a Freshman or Sophomore, but a member of the Junior College. He was not a Junior or Senior, but a member of the Senior College. As there were to be Colleges of Liberal

Arts, of Science, of Literature, and of Practical Arts, there would, according to the plan, be eight colleges: as the Junior College of Liberal Arts, the Senior College of Liberal Arts, and so on through the list.

The Colleges and the Graduate and Professional Schools were to be under the direction of Deans, and there was to be one principal Dean, called the Dean of the Faculties of Arts, Literature, and Science, who would have the general oversight of all the Colleges and Graduate Schools and, in the absence of the President, preside at meetings of Faculties.

In the original scheme there was to be one general body within the institution "to consider matters which relate to the general interests of the University, or which have been designated by the Board of Trustees as its proper work." This body was to be the University Council. The University Senate was not a part of the plan as first conceived. Months before the University opened, however, it became a part of the plan, and the way in which this came about is an interesting story, which was given to the writer by Professor J. Laurence Laughlin in a statement relating the circumstances connected with his coming to the University. In the closing weeks of 1891 he had been elected Head Professor of Political Economy, and William Gardner Hale had been elected Head Professor of Latin. Learning of President Harper's purpose to allow graduate students to do more work out of residence than he and Mr. Hale could approve, they urged an interview. Mr. Laughlin speaks well within the truth when he says:

> the proposed plans struck us as possibly undesirable from the point of view of the best development of the University. Of course opinions must differ. Professor Hale and I might have been right or wrong. At any rate, some differences arose between us and President Harper. He then came to Ithaca at once, and we had long and serious conferences about the fundamental organization of the University. I can remember distinctly when, sitting in Professor Hale's house with him and President Harper, I said, "We have been deciding here very large questions of University policy. It is not right that these far-reaching conclusions should be arrived at on the judgment of two or three professors in consultation with the President. These matters ought to go properly to a body composed of the heads of all the departments of the University, and their opinions should be decisive in forming the University organization with which we should begin work." I remember clearly how the

President, sitting at the end of a sofa, looked up at me and in a flash said "That's right. It should be the Senate." And the Senate was born then and there.

The Senate was thus incorporated into the President's plan. The Senate was to have purview of matters of education, the Council of matters of administration. All actions of the faculties relating to education were to be "subject to review and reversal by the Senate, until the Board of Trustees decides otherwise." The rulings of the Council in matters of administration were to be "binding in relation to any faculty, subject to the final decision of the Trustees."

The Senate was to be composed of the President, the University Recorder, who acted as Secretary, all Head Professors, and the University Librarian. The Council consisted of the President, the Examiner, the Recorder, the Registrar, all Deans, and all Directors.

To conclude this review of the internal constitution of the University, it should be said that for the purpose of assisting the Directors of the general Divisions and facilitating the work of administration general Administrative Boards were to be appointed, consisting of five members, in addition to the members ex officio.

There remain to be considered two of the most important and most interesting features of President Harper's educational plan. These two features were among those which he termed educational experiments. It may probably be truthfully said that he regarded them as the central and essential features of the new University. He believed in them with his whole heart and should be permitted to present them in his own words. He made the first public presentation of them, after the publication of *Official Bulletin No. 1*, in the address at Birmingham already mentioned. But a year later, only a few months before the University opened, he prepared a better statement of them. This statement was intended to be a part of his first Annual Report to the Board of Trustees. For some unknown reason, probably because he was overwhelmed with the other duties of those busy months, this report was never finished. It was therefore not submitted to the Board of Trustees and has never been published. In the outline there were about a hundred points to be taken up, but on very few of these points, not more than half a dozen indeed, did he

write in full. And he wrote most fully on the two features of his plan now to be considered. These were the Academic Year and the Classification of Courses. He wrote as follows:

The work of the University has been arranged to continue throughout the year. It is divided into four quarters of twelve weeks each, with a recess of one week after each quarter. Each quarter is further divided into two terms of six weeks each. While instruction will thus be offered during forty-eight weeks of the year, a professor or teacher will be expected to lecture only thirty-six weeks. He may take as his vacation any one of the four quarters, according as it may be arranged, or he may take two vacations of six weeks each at different periods of the year. All vacations, whether extra or regular, shall be adjusted to the demands of the situation, in order that there may always be on hand a working force.

The student may take as his vacation any one of the four quarters, or, if he desire, two terms of six weeks each in different parts of the year. There seems to be no good reason why, during a large portion of the year, the University buildings should be empty and the advantages which it offers denied to many who desire them.

The small number of hours required of professors [eight to ten hours a week] makes it possible for investigation to be carried on all the time, and in the climate of Chicago there is no season which, upon the whole, is more suitable for work than the summer.

This plan of a continuous session secures certain advantages which are denied in institutions open only three-fourths of the year.

It will permit the admission of students to the University at several times during the course of the year, rather than at one time only, the arrangement of courses having already been made with this object in view. It will enable students who have lost time because of illness to make up the lost work without further injury to their health or detriment to the subject studied. It will make it possible for the summer months to be employed in study by those who are physically able to carry on intellectual work throughout the year, and who may thus take the full college course in three years. It will permit students to be absent from the University during those portions of the year in which they can to best advantage occupy themselves in procuring means with which to continue the course. It will make it possible for the University to use, besides its own corps of teachers, the best men of other institutions both in this country and in Europe. It will permit greater freedom on the part of both students and instructors in the matter of vacations. It will provide an opportunity for professors in smaller institutions, teachers in academies and high schools, ministers and others, who, under the existing system, cannot attend a college or university, to avail themselves of the opportunity of university residence. The only possible danger to be feared is that young men and women not physically able to pursue continuous work will be tempted beyond their

strength, but this is a danger easily avoided. The law has already been established that a student will not be permitted to study in the University four consecutive quarters without a physician's certificate that he may do the work of the four quarters without injury to his health.

On the Classification of Courses the President wrote as follows:

Majors and Minors.—It is conceded by many instructors and students that the plan which prevails in many institutions of providing courses of instruction of one, two, and three hours a week, thus compelling the student to pursue six, seven, and even eight different subjects at one time, is a mistake. Whatever may be said in favor of symmetrical growth, no plan can permanently commend itself which compels superficial work; and it goes without saying that a student who endeavors to carry six or more subjects at the same time is compelled in spite of himself to do only surface work, unless, to be sure, some of them are utterly neglected and the time thus saved is devoted to the others. . . . . Hundreds of students and not a few professors have confirmed my own experience as an instructor in reference to this matter. It has been my privilege during the last ten years to note the results of work in which the student was given an opportunity to concentrate his attention upon a single subject for eight or ten or twelve hours a week. I have seen results which I would not have believed possible had I not seen them for myself. In order to become deeply interested in the subject the student must concentrate his attention upon that subject. Concentration on a single subject is impossible, if at the same time the student is held responsible for work in five or more additional subjects.

The plan of majors and minors, announced in our bulletins and calendars, has been arranged in order to meet this difficulty. The terms do not indicate that the subject taken as a major is more important than the subject taken as a minor. It is entirely possible that the most important subjects should never be taken as majors. The terms mean simply, that, for a certain period of six weeks or twelve weeks, Mathematics, for example, is the major, that is, the subject to which special attention is given, and that during another six or twelve weeks History is the major. A subject taken as a major requires eight or ten hours' classroom work or lecture work a week. This is sufficient to lead the student to become intensely interested in the subject and to accomplish results so clear and definite as to encourage him with the progress of his work. It permits the carrying along of another subject entirely different as a minor, or, for the time being, less important subject. This gives the needed variety, and the change from the one to the other furnishes what is always conceded to be necessary, a relaxation of the mind. It has been suggested that a course in Latin calling for eight or ten hours a week for six weeks when compared with a similar course calling for two hours a week during thirty weeks will be scrappy and fragmentary. This, as experience shows, is a mistaken idea. . . . . By the plan proposed, the student, when he first

takes hold of a subject, gives that amount of time and attention to it which will enable him to grasp it and to become acquainted with it in its details. When the end of the course has been reached he has acquired an interest in the subject, a knowledge of the subject, and, what is of still more value, he has learned how to take hold of a subject in the way in which, during his entire future life, he will be able to take hold of things which from time to time present themselves. . . . .

It is proposed that the plan shall be less rigid in higher work than in lower work. It has been the practice to give the student in his younger years the largest possible number of subjects, gradually reducing the number until, when he has become strong in mind and mature in age, he is allowed to devote his entire attention to work in a single department. The particular age which needed most protection has received least. It is proposed, therefore, to adopt the plan rigidly in the academies of the University and likewise in the Academic College; but in the University College and graduate work, where students already begin to specialize and to concentrate every effort without restriction or requirement, and where different courses may be taken in the same department, to require a less rigid application of the plan. No courses, however, of one hour a week or even two hours a week, will be counted in the amount of work required of a student for a degree. The one-hour lecture course has been and is a curse of institutions of learning. It answers admirably for amusement and entertainment, but for solid work, unless to be sure the number of such lectures is very few and the student is given opportunity to follow out the work privately and in great detail, it is of little value. . . . .

It has been a source of great encouragement that the idea has appealed so strongly to the leading educators in this country and in Europe. Without a doubt modifications of the plan will be found necessary with further experience, but no one can deny the correctness of the fundamental principles which underlie it. In such arrangements as are indicated by the terms "Double Minor," "Triple Minor," "Double Major," "Half-Major," and "Half-Minor," it is capable of as much flexibility as the requirements of any department may suggest. In the nomenclature of the University the term has come to be used as a unit of measure, and, as such, is a term of the greatest convenience. A man enters college, for example, so many majors ahead or conditioned on so many majors. With each completed subject a major or a minor is subtracted from the total number required for the completion of the course, and thus, in many ways, the term enters into common parlance with the student and the professor.

The plan may be a radical one. It is one, however, which has been tested in a hundred ways, in every case standing the test.

Such was President Harper's conception of continuous sessions, the Summer Quarter, and the classification of courses as majors and minors.

Students were to be admitted to the Colleges of the University only after successfully passing an examination. Certificates admitted no one. Whether this requirement of an examination should be regarded as a part of the plan may be questioned. It certainly was not in any way essential to it. In the unfinished and unpublished Report quoted above the President said:

> This policy has been adopted because no greater service to the cause of education in the great country west of the Alleghanies could be rendered than a determined and persistent effort to raise the standard of admission to college. . . . . The chief reason, however, is that we may better prepare students for the graduate work which we wish to develop. The student who comes [as a graduate] from nine out of ten institutions is in no sense fitted for graduate work. In the majority of cases he is able only to enter with profit the University College. If we are to have graduate students able to do the highest work they must come to us in the Academic College with a preliminary education of an accurate and thorough character.

It was a corollary of the plan that it made a great change in the matter of the graduation of students. On this subject President Harper had this to say:

> The whole custom of the annual graduation will, without doubt, gradually disappear. Many of the features of the old commencement day have already been given up. It is only a rigid arrangement, which treats alike all students of whatever capacity, which can secure an annual graduation day. The fact is that each individual student should be treated separately, and when his course of study is completed he should be given his diploma. From this point of view, students will be graduated from the University every quarter. The student will receive his diploma, not because a certain number of years have passed and a certain day in June has arrived, but because his work is finished. Whether earlier or later than the ordinary period of college education, it does not matter. The college should not be a machine. Each year of a man's life is important. If he can finish his work in a period of time shorter than that usually given by six months or a year, let him have the satisfaction of entering upon his life work so much sooner. If it requires six months or a year longer to finish the required amount of work, let him not be hurried through and the work, though incomplete and unsatisfactory, be called finished.
>
> But it has been said that such a plan will destroy entirely the class spirit. There is a certain kind of class spirit which ought to be destroyed. A class spirit which rises superior to the college spirit and to the spirit of scholarship deserves no existence. This plan will develop a spirit of scholarship and will in no way interfere with college companionship. By other means that most valuable of all student acquisitions—strong friendships—will be cultivated.

It is not necessary that every man should leave the institution on the same day. Friendships are not limited to circumstances so artificial, and no falling off of the true college spirit is anticipated in the carrying out of this plan.

In justification and further explanation of his educational plan President Harper had this additional to say in the unfinished Report:

It is expected by all who are interested that the *university* idea is to be emphasized. It is proposed to establish, not a college, but a university. . . . . A large number of the professors have been selected with the understanding that their work is to be exclusively in the Graduate Schools. The organization, as it has been perfected, would be from the college point of view entirely a mistake. It has been the desire to establish an institution which should not be a rival with the many colleges already in existence, but an institution which should help these colleges. . . . . To assist these numerous colleges, to furnish them instructors who shall be able to do work of the highest order; to accomplish this purpose, the main energies of the institution have been directed toward graduate work. . . . . The chief purpose of graduate work is, not to stock the student's mind with knowledge of what has already been accomplished in a given field, but rather so to train him that he himself may be able to push out along new lines of investigation. Such work is, of course, of the most expensive character. Laboratories and libraries and apparatus must be lavishly provided in order to offer the necessary opportunities. . . . . Here also is to be found the question of the effort to secure the best available men in the country as the heads and directors of departments. It is only the man who has made investigation who may teach others to investigate. Without this spirit in the instructor and without his example students will never be led to undertake the work. Moreover, if the instructor is loaded down with lectures he will have neither time nor strength to pursue his investigations. Freedom from care, time for work, and liberty of thought are prime requisites in all such work. In order to encourage it still further there have been established two classes of advanced students, namely, Docents and Fellows. The Docent is required to spend one-half his time in original investigation under the guidance of the Professor, the other half being devoted to the giving of instruction in his particular specialty. The Fellow is required to spend five-sixths of his time in original investigation under the guidance of the Professor, one-sixth being reserved for service in connection with the University. An essential element, moreover, is the opportunity of publishing results obtained in investigation. To this end it is provided that in each department there shall be published either a Journal or a series of separate studies which shall in each department embody the results of the work of the instructors in that department. It is expected that Professors and other instructors will, at intervals, be excused entirely for a period from lecture work, in order that

they may thus be able to give their entire time to the work of investigation. Promotion of younger men in the departments will depend more largely upon the results of their work as investigators than upon the efficiency of their teaching, although the latter will by no means be overlooked. In other words, it is proposed in this institution to make the work of investigation primary, the work of giving instruction secondary.

Such was the educational plan of the University of Chicago as matured prior to the day of opening, October 1, 1892. Many details found in the six Official Bulletins have necessarily been omitted. But in broad outline the foregoing were the essential features of the scheme. President Harper's confidence in the soundness of the plan was so great that he did not hesitate to lay it before the most eminent educators in the country and ask their criticisms. Some hundreds of copies of *Official Bulletin No. 1* were thus sent, accompanied by requests for candid criticism and helpful suggestions. It was a remarkable tribute to the soundness of the plan in general that there was almost no criticism of its fundamental, distinguishing features. The suggestions received by the President, so far as the writer has been able to discover from a considerable mass of correspondence, related to unimportant details, mere incidents, unconnected with the essence of the scheme. There were questions about required chapel attendance, the granting of honorary degrees, how early in the course the study of history should begin, the number of hours per week an instructor should teach, doubts about the feasibility of arranging students' and professors' vacations, and whether a teacher of Latin should also teach Roman history.

On the other hand there was much unqualified commendation. A few quotations will indicate the general approval with which the plan was received:

I have given careful attention to your educational plan for Chicago University and I must express to you my unqualified satisfaction with it. My college days were in great measure, as I now see, wasted for want of just such a wise, philosophic, and flexible method of university instruction as that proposed by you. There need be no doubt in the mind of any man of its practicability and assured success. It not only meets the demands of the age, but what is vastly more important, it meets the universal demands of the human intellect in this or any other age.

Again,

I can find no words of praise too high for the main features of your scheme. It has my most hearty indorsement.

One eminent teacher, after one or two questions of detail, said:

But these are mere trifles in a plan marvellous for its completeness and admirable in all essential particulars.

A western educator wrote:

"Unique and revolutionary" by no means adequately represent the situation. You give a three years' course without lowering the standard, and provide for those who cannot keep up average work. You solve the problem of non-resident work, and provide for that large class, especially in our great cities, who want a broader outlook or special training. In a word, you set forth the ideal "university" in the old and in the new meaning of that much abused word, "all knowledge for all men."

In February, 1891, soon after *Official Bulletin No. 1* had been sent out, President Eliot of Harvard was in Chicago to speak before the Chicago Harvard Association. An intelligent and apparently accurate reporter interviewed him in reference to President Harper and the new University. In answer to the question, "What is your opinion of the general regulations which have been adopted for the new University?" he was reported to have made the following statement:

I can heartily commend them. While Professor Harper's ideas are not altogether original—and I do not understand that it is pretended that they are—the scheme as a whole is new. While it might be very difficult to introduce and follow such a plan in any of the old universities, I am sure that the regulations will make the University of Chicago a great institution of learning, perhaps the greatest in the West. The plan for university extension work has been tried and has been the means of educating many persons at home. . . . . Professor Harper also proposes to hold a summer term. That has been tried recently in Harvard, and in Yale I believe, and is a very good idea. The plan for the classification of courses, giving the professor and student an opportunity to choose his own time for vacation, will probably prove perfectly feasible, although it is too much of an innovation to be easily adopted in the older colleges. The scheme is a good one in many other respects.

It is interesting to note how unerringly the great educator picked out those features of the plan which distinguished the new institution most broadly from other universities, and gave them generous commendation.

Did they deserve this commendation? Was the general and warm approval, with which the educational plan was received, merited? While a good plan on paper, did it break down under the strain of operation? President Harper, at the end of the first year, said that it had apparently stood the test. It had for one year at least worked successfully. At the same time the President said that the question whether it "shall continue to shape the growth of the institution, can be better answered ten or twenty years hence." What must the answer be at the end of a quarter of a century? Happily this is not at all a question of opinion, but of fact. And the facts are so plain, and, to those familiar with the work of the University, so well known, that there can be only one answer to the question.

What that answer must be will be made clear if the questions suggested on a preceding page are taken up and considered in the light of twenty-five years of history. Those questions were:

1. What features of the plan were found, on being tested in the crucible of experience, to be without value and discarded?

2. What features underwent more or less modification, but in their underlying essential principles were so indispensable as to assure their permanent continuance?

3. What features remained and gave every promise of continuing to remain unchanged?

The writer was never a teacher in the University. As he felt that men who had, not only, like himself, been closely related to the administrative work, but had been actively engaged in teaching throughout the first twenty-five years, were the only men who could intelligently answer these questions, the assistance of a number of them, especially of President Judson, has been sought and cheerfully given.

In answering the first question as to what features of the educational plan had been found to be without value and had been discarded, these eight scholars could discover but three. All of these, however, on examination, were found to come under the second question, as will appear later.

It is a remarkable fact, therefore, that during the first twenty-five years of the University's history not a single feature of the

educational plan of President Harper was discarded as being without value. This fact would not be remarkable had he adopted the traditional system. But his plan was novel, as a whole original with him, with some radical innovations, a new experiment in university organization; and the fact that no feature of the plan failed and was abandoned is an extraordinary tribute to his prevision and practical wisdom.

It has been generally supposed that Affiliation was found to be without value and was discarded. It certainly is true that it ceased to be one of the five Divisions of the University, that a Director ceased to be appointed, and that the relations of affiliation with colleges came to an end.

Dr. A. W. Small, the Director of University Affiliations, says: "Dr. Harper's efforts in this connection are quite inexplicable unless it is understood that from the first he assumed that Affiliation would be adequately endowed." When the General Education Board was organized and millions entrusted to it for doing for the colleges the service contemplated in the scheme of affiliation, the University withdrew from the field in large measure. Not, however, because this feature of the plan was without value. The service intended for the colleges of the West was of such preeminent worth that vast sums have been devoted to it by the General Education Board. Dr. Small well says:

> I venture to think that if Dr. Harper had lived until the present time, he would have been among the most decided in his judgment that the changes which have been realized thus far, and the methods by which they have been accomplished through various agencies working in harmony, have been on the whole more substantial, and that they now promise better for the future, than would have been the case if the precise scheme had been adopted which was involved in his plan of "affiliation."

It cannot, however, be said that the scheme was entirely given up by the University. Affiliation with theological seminaries continued, and in the very last year of the first quarter-century the University entered into affiliation with the Chicago Theological Seminary, on terms even more intimate than this feature of the plan originally contemplated. It must also be said that the principle underlying this feature, which was that of co-operation with a

view to service, survived in that wide development of it in the system of co-operation which existed between the University and several hundred high schools and academies. In connection with this system annual conferences were held at the University, the graduates of approved schools were admitted without examination on certificates, their students came to the University for annual contests in public speaking, and scholarships were granted them for excellence in their preparatory studies. It must be said, then, that this feature of the plan comes under the second question proposed, viz.: What features underwent modification, but continued and promise to be of permanent value?

The second of the five Divisions of the University was the University Extension. At the beginning and for a dozen years the emphasis was on the lecture-study system. But this system proved expensive. The hearers of the lectures did not become students. It became increasingly difficult to find suitable lecturers, and, whether finally or only temporarily, this feature of University Extension gradually disappeared. The class-study feature developed into University College, which continually increased in usefulness. At the outset the correspondence-study feature was not conspicuous. Its work began feebly, but, at first gradually and then rapidly increased in volume and power. Under the management of its head, Secretary Hervey F. Mallory, it prospered exceedingly, until it enrolled annually above three thousand students, at work in more than three hundred and fifty courses, given by more than one hundred and twenty-five instructors. Every year it became increasingly evident that this department of University Extension possessed very great capacities of expansion.

There were also changes in the University Ruling Bodies. It came to be felt, as the years passed that a Senate composed of head professors only did not quite comport with the spirit of democracy, and that a larger and more fully representative body was needed to care for the interests of a great and growing institution; and its membership was enlarged to include "all professors of full rank in the University." It was also clothed with "general administrative and legislative power over all matters not specifically reserved to a Faculty."

The Council was succeeded by the General Administrative Board. The Council had not proved to be a particularly important body, and its successor, shorn of most of its power, proved even less important. It thus came about that the Senate increased in number, prominence, and power, the Council disappeared, and the importance of its successor diminished. This latter tendency was accelerated by an increase in the number of the Ruling Bodies. As the various steps in the expansion of the University's work, considered in other chapters, were taken, and as the number of students multiplied, various boards charged with specific functions were organized, and provision was made for others as they might be needed to direct the multifarious interests of the institution.

The administrative officers did not remain the same. The positions of Recorder and Examiner were united in one man. The important office of the University Chaplain was established. As the funds of the University increased and the management of its business affairs became very important a Business Manager was appointed, and later an Auditor; and the work of the Registrar, being largely financial, was merged in that of the business office.

There were also some changes in the officers of instruction, one of them important. In 1899 the title "Head Professor" was changed to "Professor and Head of Department." In 1911 the appointment of Heads of Departments was discontinued. The ground for this change was thus stated by one of the professors whose opinions were sought on the questions now being considered:

> First-class research facilities in the various lines of work in a single field of knowledge demand more than a single eminent investigator in most departments, and the idea of a head of a department is inimical to the securing and holding of such men of eminent ability.

All professors therefore were made of equal rank. The new statute on the subject read as follows:

> The Lecturers and Teachers of the University are classified as follows: the Professor, the Associate Professor, the Assistant Professor, the Instructor, the Associate, the Assistant, and the Fellow.

It will be seen that the Tutor, the Docent, and the Reader had fallen out of the list.

Perhaps the chief modification of the original plan was that relating to Majors and Minors. It was originally intended that each student should take only two studies, to one of which he would give eight or ten hours of classroom work a week, to the other half as many. One of the professors states, that, so far as he can recall, the reasons for giving up the system were two:

partly the difficulty of arranging schedules so as to avoid conflicts, and partly the belief that, in some subjects at any rate, longer time was requisite to give satisfactory results than was provided for in the six-weeks' term originally planned. But we have retained so much of the principle as requires a student to take three subjects as his normal number rather than a larger number.

The principle underlying the system of Majors and Minors was concentration. It was this principle which President Harper had in mind in the major and minor courses. The following is the strong statement of President Judson:

Another feature which has essentially remained is that of concentration of work. While it does not take quite the original form, at the same time the normal work of the student in our Colleges comprises three subjects of study which are given from four to five hours a week each. As a mere matter of nomenclature a course which is offered four or five hours a week for a quarter is called a Major. The original organization was based not on the quarter system, but on the term system, each quarter being divided into two terms, and a student was supposed to take in each term only two subjects of study, one being a major and the other a minor. The major was a subject presented two hours a day throughout the term. A subject presented two hours daily throughout the entire quarter was called a double major, and a subject presented one hour a day throughout the quarter was called a double minor. This plan was changed within the first two years to the present system. The only remnant of the division of the quarter into terms is found in the Summer Quarter, in which the two terms are still convenient, and in which a minor subject of instruction is still found. Even with the present change it will be noted that the student usually carries only three subjects.

The substitution of group election for promiscuous election, with the requirement of work in arranged sequences, carried out the concentration idea with undergraduates; and the plan of devoting two-thirds of the time to the principal and one-third to the secondary subject accomplished this result with graduates. The great object, therefore, which President Harper had in view—concentration on a few subjects—was attained.

It was inevitable that with the broadening and expanding of the life of the University there should be changes in the curriculum. With changing conditions and the advance of knowledge these will continue in all universities to the end of time.

It is believed that the above comprise all the modifications of any significance in the educational plan. The reader cannot fail to note how little they affected its real substance. There were modifying changes, but the underlying principles were not changed. This will appear more clearly when the last of the three questions suggested has been considered.

That question was: What features of the educational plan remained, and at the end of the first quarter-century gave every promise of continuing to remain, unchanged?

The first of these, and, of course, the most important of all, was the University proper, which changed only as the institution as a whole grew, developed, and expanded. This first Division of the University received, in the course of this expansion, a better name: "The Schools and Colleges"; and this seemed likely to be a permanent designation.

It is possible that the second general Division, the University Extension, should be placed here also. The only changes in it were the unforeseen development of the class work into University College, and the transfer of emphasis from lecture-study to correspondence work. University Extension itself remained and promised to continue a permanent Division of the University.

This also is to be said of the third Division, the University Libraries, Laboratories, and Museums. Libraries increased in number as departments increased. The tendency of the departments to add laboratories and museums to their equipment also increased. The germ of these special laboratories and museums was doubtless the departmental library. This unusual feature, giving to every department or intimately related group of departments its own separate collection of books, housed in rooms immediately connected with the classrooms, while expensive in administration and in the duplication of books, possessed such advantages that it not only survived, but gave such assurance of permanence as to enter into the construction plans of all the later buildings.

The University Press also maintained its position as one of the Divisions of the University. It is true that it had a struggle for existence. It was a novel feature of university organization in this country, and for a number of years it was regarded by some of the trustees as an expensive luxury. But more and more, as time went on, it proved its value and increased in usefulness and power, accomplishing all that President Harper had anticipated and growing more fully into the life of the institution. The fact that the leading universities of the country later adopted the plan more or less fully was an added demonstration of its wisdom.

The graduate and professional schools, some of them fully organized, others in process of establishment, still others in contemplation, remained at the end of the first quarter-century as originally planned. The School of Medicine, partly organized, awaited the appearance of some benefactor of his kind to enable President Judson to complete the organization of a great institution of medical instruction and research. The schools of technology, fine arts, and music remained to be established to complete the splendid structure conceived in the educational plan.

The institution remained coeducational. The partial separation, in the classes, of Junior-college men and Junior-college women, made no change in this basic principle. Persons of both sexes continued to be admitted on equal terms. The splendid building which the liberality of La Verne W. Noyes enabled the University to build for the women students in the closing year of the first quarter-century only emphasized the purpose of the authorities to give to women advantages in every way equal to those afforded to men.

The Directors of Divisions and the Deans of Schools and Colleges remained as originally planned. This part of the administrative plan was ideally good and seemed assured of permanent continuance.

That great innovation, the division of the Colleges into the Junior College and the Senior College, instead of into four classes, Freshman, Sophomore, Junior, and Senior, also remained without change. It was President Harper's view that the first two years' work of the ordinary college course should be done before the stu-

dent entered the University. President Judson wrote on this subject in 1915:

The third part of the organization which has remained is that of the distinction between the Senior and Junior Colleges. The Junior Colleges cover work which could be done and should be done in the secondary schools. The original division has been retained at the end of the second year. Recent study makes it probably advisable that this division-point should fall earlier in the course, but the division remains, and the likelihood of being able to slough off this Junior College work, which was one of the original intentions of the University, seems stronger today than it ever has been since the University opened.

From one of the most thoughtful replies received to the questions proposed to the professors the following is quoted:

The division of the college work into the Junior and Senior Colleges has been an unqualified success, striking the natural line of division between preparatory work and professional work. The trend of events indicates that in time this line of division will become an actual line of cleavage in the best universities of the country, the senior college combining with the graduate and professional schools to form the real university, the Junior Colleges being absorbed by the secondary schools. For some of the most important university work, for instance the medical, this cleavage, made possible by the original division, is already practically a matter of fact, and the University's lead in this direction has been followed by the majority of good medical schools in the country.

One of the most striking features of the educational plan was the division of the academic year into four quarters. It was so radical a departure from the plan of organization of other universities that it might well have been regarded as a doubtful experiment. It proved, however, a triumphant success. President Judson says:

The most important feature which has proved entirely successful that is in force today, as it was at the outset, is the four-quarter system, whereby students may enter at the beginning of any one of the quarters and receive a degree at the close of any one of the quarters.

Dean Angell says:

The four-quarter system has been one of the most influential things which the University has ever undertaken. It has been widely copied in whole or in part, and it has, in my judgment, done more to capitalize at something like their full value the educational resources of the colleges and universities of the country than any other one thing that has occurred in this period.

The Summer Quarter was the particularly novel element in the four-quarter plan. Professor Tufts says:

Perhaps the most important of the innovations was that of the summer session. It was with considerable difficulty that instructors in the University were induced to remain and teach when the work for the Summer Quarter was organized; but the number and quality of the students who attend have made members of the Faculty feel that this quarter is as important in its immediate work as any other, while the fact that it is through the Summer Quarter that many graduate students make their first acquaintance with the University, and the further fact that so great a number of institutions are represented in the constituency of the Summer Quarter, have made the outside influence of this quarter far greater than the mere numbers in attendance would indicate.

Professor Stieglitz says:

The organization of the Summer Quarter as a regular quarter of University work is one of the most unqualified successes of the University. It has contributed greatly to the strength of the University by bringing great numbers of graduate students of ability to its doors, and, vice versa, it has been a source of greatest good to thousands, who have carried new inspiration and ideals away with them. Making the Summer Quarter a regular quarter of instruction, of the same character as the three other quarters, distinguishes our summer work from that of all other schools, by making it possible to have a large proportion of the strongest members of the faculty in residence in the summer. As a result, many of our best doctors of philosophy have come to the University in the first instance on account of the advanced work and research courses offered in our Summer Quarters.

It goes without saying that the four-quarter system including the Summer Quarter as a regular quarter of University work was permanently built into the life of the institution during the first quarter-century.

President Harper's plan was made, not for a college, but for a university. The emphasis was to be placed on graduate work. Professors were to be encouraged in pursuing original investigation. Students in advanced courses were to be disciplined and encouraged in research work. It was hoped that the University would be useful in extending the boundaries of knowledge. On this part of the plan a professor writes:

The emphasis upon research had already been embodied in the development of Johns Hopkins University and to a slight degree at Harvard and Columbia. But nowhere in this part of the country were research interests

at all well represented, and the tremendous momentum given to the entire movement throughout the country by the emphasis of this work at the University of Chicago can hardly be exaggerated.

This emphasis on advanced university work, the provision for original work of investigation on the part of the faculty, in the words of President Judson, "has been maintained from the beginning and is permanently embodied in the University life and work."

In concluding this chapter it may be said that nothing could show the essential soundness and practical value of President Harper's educational plan so conclusively as this historical review of the way in which it worked during the first quarter-century of the University's life. He himself appealed to the verdict of history. He thought that in ten or twenty years it would appear whether or not "the foundations had been firmly built," whether the "general policy, confessedly radical, shall continue to shape the growth of the institution." At the end of twenty-five years that general policy was still shaping the University's growth and controlling its life. The educational plan, novel, radical, a great educational experiment, modified in some particulars, but essentially the same, remained and promised to continue to remain the University's fundamental law.

CHAPTER VI

FIRST STEPS IN EXPANSION

The University of Chicago, at its inception, was not a university but a college. Mr. Rockefeller's original subscription was made, not for a university, but for a college. It read, "I will contribute six hundred thousand dollars toward an endowment fund for a college to be established at Chicago."

Every possible effort had been made by Dr. Harper and Mr. Goodspeed to induce Mr. Rockefeller to give fifteen hundred thousand dollars toward a fund of two millions that the new institution might, from the outset, have the proportions, or at least the assured promise of a university. They had continued these efforts for months. It was impossible for Dr. Harper to abandon the hope that Mr. Rockefeller would make an initial contribution that would establish a true university. Mr. Goodspeed concluded that their demands were too large and, on his own responsibility, modified them, generously proposing to Mr. Rockefeller to let him off with an initial contribution of only a million dollars! When Mr. Gates, in January, 1889, became the leading negotiator with Mr. Rockefeller he soon concluded that both these gentlemen had been making larger demands than would, at that time, be granted, and that the very utmost that could be hoped for was a sum sufficient to assure, with the contributions of others, the founding of a college of the first order. He, therefore, at the crucial interview in May, 1889, named to Mr. Rockefeller six hundred thousand dollars as the amount it would be necessary for him to give to accomplish this result. Mr. Rockefeller, although he evidently felt that the sum required from him was excessive, readily yielded and made the suggested proffer, not to found a great university, but a well-equipped college.

In the same way, the American Baptist Education Society, when it finally entered upon its great campaign for the establishment of the institution, distinctly announced that it aimed at the

the founding, not of a university, but of a college. The Committee of Nine which met on April 12, 1889, submitted the following as its first recommendation, "that the American Baptist Education Society would do wisely to take steps at once toward the founding of a well-equipped college." The recommendations of the committee were adopted by the Executive Board, and at the annual meeting of the Society in Boston in May, 1889, the first resolution on this subject adopted was the following: "Resolved, That this Society take immediate steps toward the founding of a well-equipped college in the city of Chicago."

Mr. Gates and Mr. Goodspeed, when they entered on the work of securing the four hundred thousand dollars to make up the million dollars required in the subscription of Mr. Rockefeller, prepared a subscription paper beginning with these words: "Whereas, The American Baptist Education Society has undertaken to raise the full sum of one million dollars for the purpose of establishing a college in the City of Chicago" and they solicited subscriptions, not for a university, but for a college. In reporting for the Board to the Society at its annual meeting in Chicago, at the end of May, 1890, announcing the completion of the four hundred thousand dollar subscription, Mr. Goodspeed said: "The initial educational work will be that of a college."

At the first meeting of the Board of the new institution Mr. Gates, the corresponding secretary of the Education Society, in officially transferring to the Board the responsibility for the institution said:

> The Society undertook only so much as seemed indispensable for it to do; that was to found a college on a solid basis. It is for a college pure and simple, therefore, that the funds have been subscribed. Mr. Rockefeller made his pledge toward an endowment fund for a college to be established in Chicago. The other subscriptions are limited likewise. They can properly be used only for a college.

There were few, however, who supposed that the new institution would long remain a college only. A million dollars looked like an immense amount of money. Almost anything could be done with that tremendous sum. At the time the new institution was founded there were ten colleges under Baptist auspices between

Ohio and the Rocky Mountains, and all together they did not have endowments aggregating more than half a million dollars. The promoters of Chicago felt that with twice that sum, more than half of it endowment, the new institution was rich to begin with. Their hopes and expectations were large. Mr. Goodspeed, in immediate connection with the statement already quoted, that "the initial educational work will be that of a college," went on to say,

> The board, however, has been called to consider that Chicago, a great city, is growing with marvelous rapidity, ... that leading citizens are already interested in this institution and are asking that provision be made for enlarging the scope of its work, when the time for so doing shall come and the means shall be provided, and that it is properly expected to meet in due season all the requirements of a great school for a mighty city and a wide region of country. In view of facts like these the Board has deemed it wise to incorporate under the old title "The University of Chicago."

Not only was the new college, in this spirit of large expectation, named University, but the articles of incorporation, which might be called the charter, contemplated far more than a college. A college could have been conducted under its provisions. But it was framed for a university and for a university of the most comprehensive character. After stating that the objects of the corporation were, in general, "to provide, impart and furnish opportunities for all departments of higher education to persons of both sexes on equal terms," and indicating in detail that it might "conduct academies, preparatory schools, manual training schools and colleges," the charter goes on to include among these objects,

> to establish and maintain a university, in which may be taught all branches of higher learning, and which may comprise and embrace separate departments for literature, law, medicine, music, technology, the various branches of science, both abstract and applied, the cultivation of the fine arts, and all other branches of professional education which may properly be included within the purposes and objects of a university.

While therefore the American Baptist Education Society and Mr. Rockefeller established a college, they at the same time opened the door for any possible enlargement and expansion.

And enlargement and expansion were not slow in coming. Indeed the story of the expansion of the college founded in 1890

into the University of Chicago of 1892 and thereafter reads like a creation of the imagination of some educational dreamer. If it had been prophesied in advance it would have been laughed at as an impossible dream. Its rapidly succeeding events surprised the actors in them not less than they astonished the public. The Board of Trustees had held but one meeting, the articles of incorporation had hardly been approved by the Secretary of State at Springfield, when the first great step in expansion was taken. The first week in September, 1890, John D. Rockefeller made his first million dollar contribution. Before the founding of the institution years had been spent in vain appeals to him. After he had announced to Dr. Harper in October, 1888, his readiness to assist in founding an institution in Chicago arguments and appeals continued through seven months without any apparent effect. Finally, at the end of seven and a half months, he was induced to make a conditional proffer of six hundred thousand dollars. So extraordinarily difficult had it been to make a beginning. But a most successful beginning having been made, the public having responded to his liberality with general and generous interest, and the promise of the enterprise being so great, Mr. Rockefeller now needed no urging. He desired to see Dr. Harper in the presidency. Dr. Harper needed a million dollars to enlarge the scope of the institution, to make the proposed college a true university from the start, and the Founder was ready to do anything that was required without any delay. A million dollars was fixed upon as the sum needed. The last week in August, a few days after the all-day conference between Mr. Gates and Dr. Harper at Morgan Park, Mr. Gates wrote a full statement of the program agreed upon. That program was, in effect, the immediate expansion of the College into the University, with Dr. Harper as President. Mr. Gates asked Mr. Rockefeller to make a new contribution of one million dollars for this purpose. A week after the sending of this letter, Dr. Harper, in response to an invitation, visited Mr. Rockefeller in Cleveland. Mr. Gates had at this time gone west, and Mr. Goodspeed awaited the outcome of this visit with great anxiety, but without the slightest hope of an immediate, favorable decision. Mr. Gates had given his itinerary to Dr. Harper that he might be

informed of the result of the visit. From the station, just as he was leaving Cleveland, Dr. Harper sent both these gentlemen the following thrilling message, "One million, seven years, no conditions." He had reached Mr. Rockefeller's house at 2:00 P.M. on September 4. The first afternoon and evening were spent socially, there being other guests. In writing to Mr. Goodspeed on September 6, Dr. Harper says:

> Friday morning we drove out and remained away all forenoon. The whole ground was canvassed thoroughly. Gates's representation had made a strong effect upon him, but there were a good many things which he could not see through that had to be straightened out. He was still determined not to make a gift which would interfere with his general plan of giving, viz., by instalments. He was still determined to make it conditional. He did not appreciate the importance of having the money on hand at the beginning. The second point [i. e., making the gift conditional] I overcame; the first I modified; in reference to the third I could not accomplish anything. We got back to the house about one o'clock without his making any decision. Immediately after dinner he took me out again, and we went off into the woods, and after an hour's talk and a little figuring, he said to me, "I will give a million dollars payable in seven years." I argued then for money with which to begin. He figured the thing out and decided that the sixty or seventy thousand dollars which would be needed would be a mere bagatelle, and that this could be had by borrowing if in no other way. As I telegraphed, there are no conditions.

This letter makes it evident that Dr. Harper did not have to ask for the million dollars. The representations from Mr. Gates had prepared Mr. Rockefeller to give that great sum and only details remained to be arranged. Mr. Rockefeller wished to spread the payments over ten years. Dr. Harper urged that it be paid within three or five years. After a little consideration and "figuring" Mr. Rockefeller proposed seven years and could not be moved from this position. He wished to condition his subscription on the raising of additional funds for the initial expenses for buildings, equipment, and other necessities of the enlarged institution. Against this Dr. Harper urged that all the friends of the enterprise were just entering on the payment of their subscriptions made to meet his first conditional pledge and could not yet be approached for new and additional ones. He, at the same time, promised that at the earliest practicable moment a movement would be made

to raise a large additional subscription, particularly for buildings. In fulfilment of this promise and in consideration of Mr. Rockefeller's waiving the conditional feature of his proposed gift, Dr. Harper wrote, in the letter quoted above:

1. Secure a meeting of the Board of Trustees at the earliest possible moment, and the moment it is settled telegraph me.

2. Get a draft of the buildings in the general plan which we have indicated. This must be ready for the meeting of the Board. I will join with you in taking the responsibility.

3. Begin planning for the million dollars with which to put up the buildings.

4. Get the matter talked over with individual members of the Board so that they will go to the meeting prepared to vote intelligently upon the subject.

Without any difficulty therefore and without any loss of time this great subscription for the expansion of the institution was secured from the Founder who had taken years for consideration before giving little more than half as much for its creation.

Mr. Rockefeller's subscription finally took the following form. It will be noted that the letter of gift is dated only ten days after Dr. Harper's visit.

CLEVELAND, OHIO
September 16, 1890

To the Board of Trustees of the University of Chicago:

GENTLEMEN: I will contribute one million dollars to the University of Chicago as follows:

Eight hundred thousand dollars, the income only of which shall be used for non-professional graduate instruction and fellowships, and not for land, buildings, or repairs.

One hundred thousand dollars, the income only of which shall be used for theological instruction in the Divinity School of said University, and not for land, buildings, or repairs.

One hundred thousand dollars for the construction of buildings for said Divinity School.

I will pay the same to the said University in seven years, beginning October 1, 1890, and pay one twenty-eighth each three months thereafter, in cash or approved securities at a fair market value, until the whole is paid, it being understood that a certain pledge made July 15, 1890 for fifty-six thousand, five hundred dollars, to the Baptist Union Theological Seminary of Chicago shall be included in the above million dollars; and also that the said Seminary is to become an organic part of the said University; and also that the transfer of said Seminary to the grounds of the University shall be made within two

years from this date; and also that a thoroughly equipped academy shall be established in the buildings hitherto occupied by the said Seminary, on or before October 1, 1892.

Yours truly,
JOHN D. ROCKEFELLER.

Thus, in a little more than ninety days after the subscription for the college was completed, immediately after the legal incorporation, at the second meeting of the Trustees on September 18, 1890, when Mr. Rockefeller's first million dollar subscription was accepted, the first great step in expansion was taken, and the name of the new institution received its justification. It became the University of Chicago. For this first step was in reality two steps. Eight hundred thousand dollars was provided for non-professional graduate instruction. But Mr. Rockefeller's subscription also provided that the Theological Seminary at Morgan Park should become an organic part of the University and should be transferred to the grounds of the University, that one hundred thousand dollars should be expended in constructing buildings for it, and a like sum be set apart as an endowment for theological instruction in the Divinity School. That the Theological Seminary should be made a part of the new University had been the desire and hope of the Seminary people from the beginning. They had, indeed, refrained from thrusting their wishes forward for fear of embarrassing the main question. But as early as December 3, 1888, Dr. Northrup had made the suggestion to Dr. Harper.

The question of the relation of the Seminary to the proposed University is one of the first importance. I am fully persuaded that the Seminary ought to be an organic part of the University. . . . .

This view he supported at length by a dozen considerations.

When in March, 1889, the Committee of Nine was appointed by the Executive Board of the Education Society, Mr. Goodspeed wrote to the secretary, Mr. Gates, on behalf of the Seminary of which he was secretary:

The executive committee and the faculty instruct me to say on their behalf:

1. That they feel a profound interest in the establishment of the proposed institution.

2. That they wish, in every way, to encourage and assist the movement.

3. That it seems to them desirable that there should be some organic connection between the two institutions.

You are authorized to make this statement on their behalf, not to press it so as to embarrass the new movement, but to present it as indicating the desire of the executive committee and the faculty to further the new institution and our entire educational work at this point.

After enforcing this view the letter concluded as follows:

One institution, one interest, one great and united constituency would seem to be the wise and successful policy. The exact nature of the union to be formed we do not attempt to outline. The Seminary has the general cause of denominational prosperity at heart, and will be found ready to adapt its policy to that course which will best advance that prosperity.

These letters, showing the eagerness of the Theological Seminary Board and faculty for union with the University, explain the satisfaction with which Mr. Rockefeller's proposal of and generous provision for effecting the union was hailed by the Seminary authorities. On the day succeeding the meeting of the University Board at which the great gift had been accepted and a committee of conference on the proposed union had been appointed, the Seminary also appointed a committee to arrange with the University committee the terms of union. The matter was, however, found to be very far from simple. Legal questions had to be considered, and were considered by able lawyers. The interests of the Seminary were guarded by President Northrup with jealous care. At Dr. Harper's desire the Old Testament department, of which he was the natural head, was transferred to the University as the Department of Semitic Languages and Literatures. It required more than six months to arrange all the details of the union. Some of these were especially difficult. For example, in permitting the transfer of the Old Testament department was the Seminary precluded from doing any Old Testament work for all future time? At this possibility Dr. Northrup balked. The difficulty was finally surmounted by providing that the transfer should not be understood as barring the establishment in "the Divinity School of a chair of Biblical Theology of the Old and New Testament." This is one example of the interesting and difficult questions that came up for solution.

It had been desired on all sides, and the great contribution of Mr. Rockefeller was made on the understanding, expressed in the letter of gift, that the Seminary should become an "organic part" of the University. This, however, was found impracticable. The Theological Union, the corporation which sustained and controlled the Seminary, could not legally abandon its trust. The union, therefore, was finally consummated under eighteen Articles of Agreement.[1] By the first of these the Theological Union agreed to lease to the University, "for the term of nine hundred and ninety-nine years its Seminary grounds and buildings at Morgan Park at a rental of one dollar per year," and no provision was made for either party withdrawing from the agreement. The union was clearly meant to be perpetual. The fourth article provided that "the Seminary of the Union shall be taken and considered to be the sole Divinity School of the University." The Theological Union and its Board of Trustees continued their oversight of the school. As, however, they did not pay the salaries their appointments to the faculty were subject to review by the University board, but such appointments were to be confirmed "when and to the extent that the funds available for the Divinity School admit." The President of the University was made the President of the Divinity School, and all divinity degrees were to be conferred by the University. The Articles of Agreement were submitted to the Theological Union at its annual meeting, which was an unusually large one, held in the Immanuel Baptist Church, Chicago, April 15, 1891. It was known that some opposition to the plan of union had developed and it was feared that this might find expression at the meeting. Dr. Harper was anxious about the outcome. The day after the meeting Mr. Gates and Mr. Goodspeed sent him the following telegram: "Two hundred present, no objections, adopted unanimously without change; you made a Trustee." Mr. Goodspeed wrote a full letter to Dr. Harper setting forth the efforts made before the meeting to remove misconceptions and telling how at the meeting, after the reading of the Articles of Agreement a minister had risen and suggested delay. As this man had been doing some loud talking for a day or two in

[1] See Appendix.

opposition among visitors and alumni the suggestion of delay roused Dr. Northrup, and

> he rose and with all his vigor and force and charm made a statement, giving a full account of the care that had been taken in preparing the contract, the great benefits the union would bring to the Seminary and the University, and depicting the disastrous results to the Seminary if the contract should not be adopted, affirming that there was no conceivable reason for opposing the union, and, altogether, making a noble plea and an irresistible argument.

The letter went on to tell how Mr. Gates spoke and answered two or three questions, how Dr. Henson spoke for the union, and how the man who had suggested delay having expressed himself

> now perfectly satisfied and in the favor of the contract as it stood, the vote was taken and was not only unanimous, but enthusiastically so.

The Articles of Agreement had been adopted unanimously, four days before, by the Trustees of the University. One more step, however, had still to be taken. Mr. Rockefeller had promised a million dollars on the understanding that the Theological Seminary was to become an "organic part of the University." This had been found impracticable. The condition on which the gift was made could not be fulfilled. It was therefore possible for Mr. Rockefeller to withdraw it. The Articles of Agreement were sent to him, and with the same generosity with which his great proffer was made he returned them with his approval. The union was formally consummated at the annual commencement of the Seminary, April 14, 1892. The meeting was held in the Baptist Church in Morgan Park. President Northrup spoke of the advantages the Seminary would derive from the union and President Harper of the good that would result to the University. E. Nelson Blake, president of the Theological Union and chairman of the Board of Trustees of the University, after pronouncing a marriage ceremony, concluded with these words,

> And now, by virtue of the authority vested in me by the Committee of Arrangements, I declare this union consummated. . . . . What God hath permitted John D. Rockefeller to join together, let not man put asunder.

The Seminary brought to the University a student body numbering one hundred and ninety, over six hundred alumni, and assets amounting to nearly half a million dollars.

To one who considers it attentively the Plan of Organization of the University will be seen to have been of itself a great step in expansion. A college had been founded. A million dollars had been added to the funds and the college had become the University. Prior to this doubling of the assets Dr. Harper had cudgeled his brains in vain to strike out a plan of organization. His mind and heart had from the start been fixed on a university. He had appeared to yield to necessity in beginning with a college. Actually, he had never yielded. He found himself unable to think in terms of a college. No sooner, however, had Mr. Rockefeller added a million dollars to the funds than his mind became very busy. He could think fast and effectively in terms of a university. On September 22, 1890, only two weeks after the million had been promised, he wrote to Mr. Rockefeller:

> I am very anxious to see you in order to lay before you the plan of the organization of the University. When we last conversed [about a week before] you will remember that I told you that I had not been able to strike anything that seemed to be satisfactory. On my way from Chicago the whole thing outlined itself in my mind, and I have a plan which is at the same time unique and comprehensive, which I am persuaded will revolutionize university study in this country; nor is this only *my* opinion. It is very simple but thoroughgoing.

This plan was outlined in the first *Official Bulletin* submitted at successive sessions of the board December 26 and 27, 1890, and approved and ordered printed and distributed. It did not look so formidable as it turned out to be. The Trustees were not educational experts and had not studied with thoroughness questions of university organization. There was one man who was an expert and had devoted many years to the most thorough and comprehensive study of these questions. This was Dr. A. H. Strong of Rochester who had conceived and planned a great university in New York City. The plan was submitted to him for criticism. He approved it, with minor criticisms, but he recognized at once its comprehensiveness and realized what it would cost. He wrote to Dr. Harper a full letter from which the following passages are taken:

> I shall be most favorably disposed to seeing the trial made, if only money enough can be got to give the scheme a fair chance. To carry it out fully

would require no less money than I wished for a university in the City of New York. . . . . The total scheme is an imposing one. I doubt whether anyone but yourself could carry it out. . . . . There will not be half money enough to give the scheme a fair trial.

It was indeed an imposing scheme. This is not the place to examine it or even to present it. That has been done elsewhere. All that is appropriate here is to indicate that the Plan of Organization was one of the early and great steps in expansion. It was indeed the greatest forward step the University ever took. The genius of Dr. Harper never shone more brilliantly than in this great piece of constructive work. What Frederick Scott Oliver said of Alexander Hamilton, in his book on that great man, might with equal truth be written of Dr. Harper:

It was his policy and habit to overshoot the mark, to compel the weaker brethren to consider plans that were too heroic for their natural timidity, confident that the diminished fabric would still be of an ampler proportion than if it had arisen from mean foundations.

The enthusiasm of the chosen leader and his recent achievement in securing from the Founder the million dollars had excited among the Trustees the highest expectations. They began to get a vision of a really great University. And the first feeling this vision awakened among them was a doubt about the site. Some of them began to fear that three blocks made too small a campus. At the second meeting of the committee on buildings and grounds held November 28, 1890, George C. Walker, Martin A. Ryerson, and Andrew MacLeish were made a committee "to take into consideration the advisability and possibility of enlarging the University site." At the third meeting, January 2, 1891, this committee reported a proposition from Marshall Field to exchange a block of ground for one of the three blocks belonging to the University and sell a fourth block for one hundred and fifty thousand dollars. Thereupon "it was resolved that the committee recommend to the Board to accept Mr. Field's proposition on condition that the streets and alleys be vacated." Just a month later this recommendation was submitted to the Trustees. For the first time there was a division of opinion. The change suggested by the exchange and purchase of blocks was designed to substitute for a site two

thousand feet long and three hundred and sixty-seven feet wide, cut by two streets into three parts, a compact tract, traversed by no streets, twelve hundred and sixty-six feet long and eight hundred feet wide. This change was recognized by all as desirable, but half of the Trustees felt that so large an expenditure as a hundred and fifty thousand dollars, even for so desirable an object, could not be justified. The recommendation was therefore referred back and the committee instructed to make an effort to secure better terms. Only eighteen months before Mr. Field had sold to the University the block immediately adjacent to the one now offered, for about fifty per cent less money than he was now asking. The effort, however, failed and the division of sentiment among the Trustees continued. On January 6, 1891, Mr. Goodspeed wrote to Dr. Harper:

> The committee was disposed to offer one hundred or one hundred and twenty thousand dollars, and Mr. Ryerson, Mr. Walker, and others will assume the liability. The University will, of course, own the property and pay for it, but these men will stand under the obligation. The difficulty in the case is that Mr. Field will not sell for any sum we are willing to pay.

Mr. Field offered to give five thousand dollars toward the purchase of the extra block, but the Trustees hesitated to assume, while the original site was still not paid for, so great an obligation, which they saw no way of paying. On March 4, 1891, Mr. Goodspeed wrote to Dr. Harper, who was, as a matter of course, in favor of purchasing the additional block, as follows:

> I feel very anxious that our building committee shall get to work. This agitation about the site, however, has brought everything to a stand. So far as I can ascertain the Board is evenly divided on the question of securing the additional block, and what the final result will be no man can now tell. No doubt you and Gates and Blake talked the matter over in New York. You found them both opposed to the project and I have wondered how it fared with you in the hands of two such positive men.

Five days later the Secretary wrote again to President Harper on the same subject, that the Committee on Buildings and Grounds—

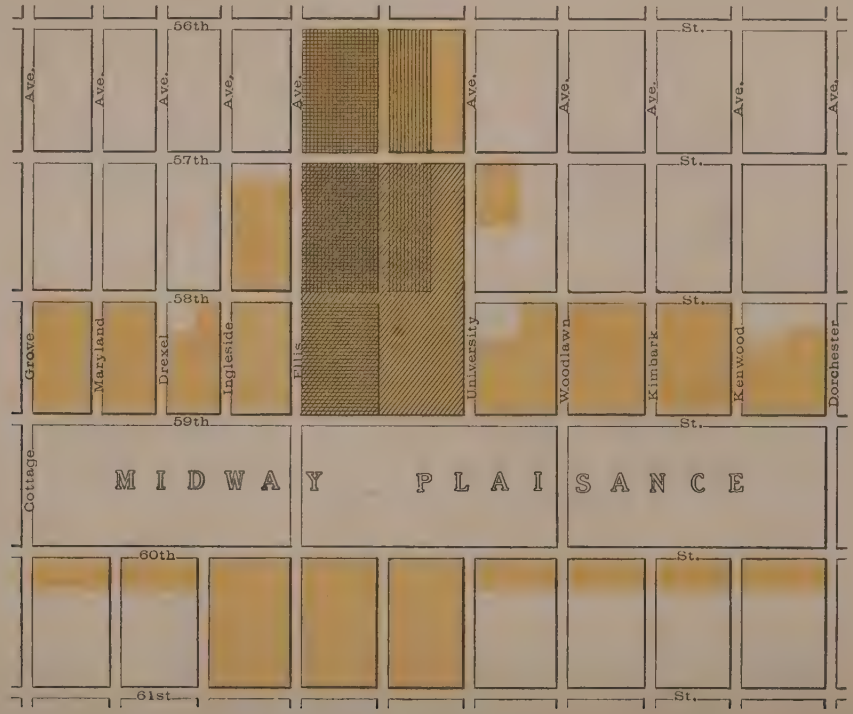
> intends to take up the question of securing the additional block of ground and dispose of it. I fear we may have trouble over it. Some feel that we have land enough now, that we shall be widely blamed if we begin our history by

The site as first secured, 1890

as next modified, 1891

and as finally fixed, 1892

The site in 1916,
IN TINT



incurring a great debt, that we should begin with what we have and buy more when we need it, that for the next five years we shall need every dollar we can raise for buildings, library, apparatus, etc. Others feel that we ought now to provide grounds for the greatest university in the world, that we ought to have a greater front on the Plaisance, that the additional block will change the shape of the site immensely for the better, that we shall be blamed if we do not make adequate provision for the future, that five years from now the additional land will cost twice as much as at present, etc. Both sides are right in some respects and what to do is a most difficult question.

On March 16, he wrote to his son:

This month, so large a number of our Trustees are sick or absent that I can neither get a quorum of the Board, nor can I reach a quorum of any committee, so that everything is blocked. The grippe is here again this winter and thousands are down with it.

It was fortunate for the outcome that everything was blocked for several weeks. President Harper meantime accepted the presidency and everyone was encouraged. It was known that he wanted a larger campus. The prospect of the designation of half a million or more dollars for a Graduate School of Science, the story of which follows, indicated to the Trustees that they were not planning largely enough. It became known that Mr. Ryerson was strongly in favor of an enlarged site, and the confidence of the Trustees in his judgment was already beginning to be great. Mr. Goodspeed wrote to President Harper April 14:

I have just had a long talk with Mr. Ryerson. He has sketched a complete plan for the buildings to cover the entire three blocks and another to cover the four blocks. I can see that he and Mr. Hutchinson feel strongly that we ought to have the four.

The matter came up for final disposition at a meeting held April 23. It was considered at length. The committee had reported at a meeting held April 11 that it was deemed unwise to attempt to obtain better terms from Mr. Field. Mr. Hutchinson urged the purchase of the fourth block, saying that in all the public institutions of Chicago the mistake had been committed of always making the plans on too small a scale and thus hampering future development, and urged that the site of the University should be made large enough to provide for the growth that was sure to come. When the vote was reached the Finance Committee was

authorized to conclude arrangements with Mr. Field for the purchase of the fourth block and the exchange of blocks by the unanimous voice of the Trustees. The committee reported later that in accordance with the arrangement made the University was to pay Mr. Field one hundred and fifty thousand dollars, of which forty thousand dollars was to be paid down and the balance in annual instalments during the next ten years, with interest at six per cent. Mr. Ryerson immediately gave his check for twenty-five thousand dollars and the amount required to be paid down was handed to Mr. Field. In September the City Council vacated the streets and alleys running through the new campus, giving the University a compact site of four blocks extending two blocks each way with a south front on the Midway Plaisance of eight hundred feet.

This fourth step in expansion was one of great importance. While the Trustees hesitated over it little could be done in any direction. The buildings could not be planned. Money could not be asked for, since no definite plans could be presented. The enlarging of the site changed everything. For the first time it became possible to make a general scheme for covering the site with buildings. The architect submitted such a scheme which excited great interest and admiration. It was looked upon by many as a dream of a far distant future. A hundred years might see it realized! As a matter of fact one quarter of that time saw the dream practically transmuted into enduring structures of stone. Energy was at once released in effective appeals for funds, and all the wheels of progress were speedily set in motion. Looking back after a quarter of a century on the growth of the University, one wonders that there should have been any difference of opinion about the necessity of enlarging the site to twenty-four acres—a site which in less than twenty years became a hundred acres. But it must be remembered that the question arose nearly two years before the institution opened. It had no president, no professors, no students. It had no funds with which to buy additional acres. The original site was not paid for, and no one knew where to begin in asking for money to enlarge it. It was felt that perhaps too great expectations were cherished. There might not be

the extraordinary growth and development expected. It is clear enough, long after the event, that, though the Trustees hesitated, they decided the question with great wisdom. It was not so clear at the moment. The whole transaction illustrates the fact that the interests of the new institution were in the hands of careful, conservative, and at the same time far-sighted men.

These movements toward enlargement came so fast that before one was completed another was under way. Sometimes three important steps in expansion were trying to get themselves taken at the same time. Thus while the taking over of the Divinity School was going forward, the enlargement of the site was being considered. And in January, 1891, before either of these important movements was concluded another great advance had been initiated. This was the movement, which, in a very few months, resulted in the Ogden Graduate School of Science. Dr. Harper was still in New Haven, and had not yet accepted the presidency. Indeed he was hesitating as to whether he could accept or must decline. At this very critical moment he received a letter from Rev. Leighton Williams of New York which contained the following veiled reference to what turned out to be the next step in the University's expansion. It was dated January 5, 1891.

> I have read with much gratification your plans for the scope and work of the new University. They seem to me admirable. . . . . I write now chiefly to ask if you can appoint a time to meet here at my brother's [Mornay Williams] office, a gentleman of large influence in Chicago who takes a strong interest in the new University, to confer in reference to the possibility of an endowment, on certain terms, for scientific studies. Will you kindly name as early a date as possible?

Dr. Harper named so early a date that in less than a week the conference was held. The man who wished the interview was Andrew H. Green, one of the executors and trustees under the will of William B. Ogden. It will be recalled that Mr. Ogden had been for many years the chairman of the Board of Trustees of the first University of Chicago. He had been one of Chicago's leading citizens in the early history of the city and was its first mayor. He succeeded Stephen A. Douglas as chairman of the Board of Trustees of the Old University and held that position until his death after

a service of sixteen years. Mr. Ogden was much interested in the first University and was believed to cherish generous intentions toward it. It was, therefore, peculiarly fitting that his executors, Mr. Green and Mrs. Ogden, should interest themselves in his name in the new University which had taken the name of the former one, had adopted its alumni, and, commanding public confidence and giving every promise of permanence and growth as the old one had not, invited great endowments. Dr. Harper's first conference with Mr. Green was held on January 10, 1891. It resulted so favorably that two days later Mr. Green wrote to Dr. Harper asking if the trustees would accept an endowment of from three hundred thousand to five hundred thousand dollars for a scientific school "to be named by the donors." He requested Dr. Harper to

> draft in outline the scope of such a school as would seem to you best adapted to meet the requirements of the object in view, and to fit in with the other departments of the University. . . . . As full and yet concise a reply to these inquiries as you can give at an early date will be appreciated, and may lead to such a foundation.

On January 19 Dr. Harper assured Mr. Green that his proposal would be "most gladly and heartily accepted by the Board of Trustees," and that it had "been one of the cherished plans of those most intimately connected with the organization to devote special attention to the encouragement of scientific research." In an elaborate discussion of the scope and conduct of the school, he proposed that it should be a graduate school of science, that fellowships for advanced students be provided for as well as the support of professors, that provision be made for scientific investigation as well as instruction, more emphasis to be put on the ability of professors to investigate than on their ability to teach, that the school should include "at least the departments of Physics, Chemistry, Biology, Geology and Mineralogy, and Astronomy," that the professors be given every encouragement to publish the results of their investigations, and that "the entire graduate work of the University in the subjects mentioned be done in connection with this school of science." These suggestions were entirely acceptable to the executors of Mr. Ogden's estate, and it seemed probable that favorable action would be taken without delay. But these

hopes were disappointed. There were many heirs to be consulted. There were legal difficulties to be surmounted. Mr. Green was one of the foremost citizens of New York City, executor of other great estates, and active in important public enterprises. Dr. Harper, very naturally, hoped to see the beneficent proposals of Mr. Green carried out in the shortest possible time. But that gentleman, having many other things on his hands, could not be hurried. Months passed before anything definite was learned. It was not until the annual meeting of the University Board, June 9, 1891, that there was "an interesting and encouraging statement by Dr. Harper in regard to the probable gift for a scientific department." Throughout the month of June every means possible was employed to secure definite action by the executors. On June 24 President Harper visited New York and called on Mr. Green to urge that the formal designation of the fund be made, and left him with the assurance that this would be done at once. On June 29 Leighton Williams wrote him the following note:

> Much to our disappointment there is another hitch. We thought everything was settled last Friday. . . . . However, all will be well yet. All I want to say is, ... stand your ground. Mr. Green really means to do as he has said. It is only his disposition to delay and make the best terms he can.

What Mr. Green was particularly anxious about was to secure permanent representation on the Board of Trustees. The question proved a very difficult and troublesome one. It was not settled, but on the last day of the month Mr. Green wrote to President Harper a full letter which began with the welcome statement:

> The executors and trustees, under the will of the late William B. Ogden, have decided to select the University of Chicago . . . . as the recipient of seventy per cent of the monies to be devoted to charities under the terms of Mr. Ogden's will.

The letter concluded as follows: "The designation which the executors contemplate executing, upon the acceptance of this gift on the terms stated, will be sufficient to assure to the University" the seventy per cent above indicated. On July 9 the Board of Trustees accepted the proposed gift and in consideration of it undertook to organize and maintain the Ogden Graduate School of Science.

It was now important to secure the formal, legal designation of the fund, signed by both the executors. Mr. Green was on the point of going abroad, and although this important document had been prepared, it still awaited the signatures. President Harper, therefore, appealed to Mornay Williams, one of Mr. Green's attorneys, who had been most helpful throughout the negotiations. Mr. Williams' efforts were successful and the designation was signed on July 11, 1891, by both executors, the second of these being Mr. Ogden's widow, Marianna A. Ogden. This instrument designated to the University seventy per cent of the funds accruing under two clauses of Mr. Ogden's will. If the fund should be found to equal or exceed the sum of three hundred thousand dollars the University was to use it for establishing the Ogden Scientific School. If the funds should not equal that sum they were to be used in endowing one or more professorships in the University to be severally known as the Ogden Professorships. The correspondence was published by the executors and this completed the preliminary steps which assured the establishment of the Ogden Graduate School of Science. There were, indeed, some legal troubles before the executors and the University. Some of the heirs were not entirely satisfied, and a final settlement was not effected until more than sixteen months had passed. And even then the first payment on the fund was not forthcoming. More months elapsed before this came. Meantime, however, the School had been established at the opening of the University, October 1, 1892. In October, 1893, Rev. Leighton Williams, who had originally brought Andrew H. Green and President Harper together, was made a Trustee to represent the executors of the Ogden estate.

The first payment on the Ogden fund was received October 13, 1893, and amounted to two hundred and forty-six thousand dollars. From that date payments continued to be made from time to time for twenty-one years and ultimately aggregated something less than six hundred thousand dollars. This third step in expansion therefore resulted in the addition of this large sum to the funds, and the founding of the Ogden Graduate School of Science, which within a few years enrolled annually more than five hundred students pursuing graduate courses of study.

In the summer and autumn of 1891 President Harper spent three months abroad. He returned in October with two important things calling for attention. It had been determined that the University should begin the work of instruction October 1, 1892. Up to November 16, 1891, only one man had been appointed on the faculty. The entire work of gathering a faculty was to be done in ten and a half months. At that time the erection of buildings had not begun. Not only must the necessary buildings be made ready, but a large sum of money must be raised for their construction and equipment. When in September, 1890, Mr. Rockefeller gave a million dollars to make the college a university he had been assured that Chicago would quickly respond to his liberal gifts for the endowment of instruction by large contributions for buildings and equipment. More than eight months passed and very little was done in Chicago in the way of raising the additional funds which the Founder had been assured would be contributed. Toward the end of April, 1891, Mr. Gates visited Mr. Rockefeller and found him greatly depressed over the University outlook. Some private letters from Chicago, written by people quite out of touch with the University, had led him to fear that Chicago was "lying down" on him and would leave him to carry the whole burden alone. A dozen encouraging considerations were laid before him by Mr. Gates, among them the recent contribution by Mr. Ryerson, Mr. Walker's purpose to secure the erection of a building, the recent resolution of the Board to raise half a million for buildings as speedily as possible, the editorial encouragement of gifts by the newspapers, the prospect of the great Ogden bequest, the Trustees' profound sense of responsibility, the assurance of a large attendance of students, the pride and real interest of Chicago in the University. These and other representations of Mr. Gates relieved Mr. Rockefeller's mind of the fear that Chicago would take no interest and he would be left to do unassisted whatever was done. The interview, however, led Mr. Gates to ask from President Harper two things:

> Now I want you to take a day, I know how busy you are, and yet I speak my mature judgment, not rashly; take a day and get up for me two schedules, and send them to me, if possible, as early as Friday morning. These schedules

are to be estimates of the absolutely minimum expenses. The first should be an itemized statement of the necessary expenses . . . . chargeable to endowment for the year beginning July 1, 1891. . . . . Then send me another schedule, carefully itemized, covering the year beginning July 1, 1892. You once presented one to Dr. Goodspeed, if I remember aright, amounting to about one hundred thousand dollars all told. But I do not know what modifications you now would make. . . . . Mr. Rockefeller wishes me to guard you against relying on him to make up deficits in current expenses or adding to present gifts. . . . . I have promised to send him the schedules.

On the day this was written to President Harper Mr. Gates wrote a full letter to Mr. Rockefeller recapitulating the points made in the recent interview and saying:

While Dr. Harper undoubtedly expects that you will give more to the University, I feel confident that he will be equally active and eager with everyone else from whom there is the least hope of funds. He will by no means confine his importunities to yourself, and I feel confident that you can dismiss, with a light heart, the anxieties of last Saturday.

Replying to this admirable letter three days later, Mr. Rockefeller said, "It is an added indication to me that we can work together *to help the world*."

When the estimates of expenses came from President Harper it appeared that they were to be carried, not by the income alone, but for at least three years by appeals for special contributions for current expenses. To this latter suggestion Mr. Gates strongly objected. Matters of income and expenditure remained in this confused condition for the ensuing four or five months. The President then began to find that the smallness of the assured income was paralyzing his efforts to secure professors. On December 26 he wrote to Mr. Gates:

Am afraid the situation, so far as professors are concerned, grows darker and darker every day. Am completely discouraged. We have not a head professor after nine months of constant work. Not one of the men that we want can be moved from a good position at the salary of six thousand dollars. I am in despair.

An interview a few days later convinced Mr. Gates that the condition of affairs was indeed serious. There was a general feeling among the professors of the better universities of the country that the financial condition of the new institution was unsatis-

factory and its future very uncertain. Under these circumstances a conference between Mr. Rockefeller and Mr. Gates sent the latter to Chicago to study the situation on the spot. Mr. Gates reached Chicago about January 22, 1892, and prosecuted his inquiries with all his characteristic diligence and thoroughness. On January 29 he wrote to Mr. Rockefeller as follows:

I have now been here a week, getting facts at first hand regarding the University. I am preparing a report covering the points. But before I do so I wish to transmit a piece of pleasant news. It has been understood here that, with present funds, the salary list for the first year must not exceed one hundred thousand dollars. They have so voted in Board and so instructed the Committee on Faculty. The Board seems well penetrated with the idea that there must be no debt. The other day an accounting was made as follows:

Interest on investments, first year	$40,000
Tuition, net for first year	35,000
Deficit for first year	25,000
	$100,000

This twenty-five thousand dollars (deficit) was subscribed on the spot in writing by members of the Board individually, the whole not occupying ten minutes. Some of it was from poor men. . . . . I may as well say here that I am utterly appalled at the inadequacy of the provision now in sight to take care of the work thrust upon the institution the *first year*.

On February 1 he sent on his report, saying in the accompanying letter:

This report is forced by what I find to be the facts here. I had not expected to make any formal report when I came. Its length and detail will I hope seem justified when you come to examine the character of its contents.

The report was an exhaustive review of the entire field, covering probable attendance, faculty, trustees, site, buildings, investments, apparatus, books, etc. A few excerpts from the report follow:

The institution is to be truly national in its attractions. The problem is no longer how to get students, but how to provide for them. . . . . The faculty of the University is limited to the one hundred thousand dollars now available for salary list. . . . . But it is quite impossible to meet the diversified needs of seven hundred graduates and undergraduates coming from all quarters on a salary list of a hundred thousand dollars. . . . . But Harper dare not close with men now ready to come, men of immense value, until funds are in sight

to pay them. He cannot dally with them either. He is in much trouble, and this is why I am so prompt with this report. . . . . The Trustees are surpassing my reasonable expectations in generosity, fidelity, capacity for growth absorbing interest. . . . . I confess to a little anxiety lest they shall push out into miry foundations. But so far I must admit that time has justified them as against me. . . . . They have subscribed or paid about a hundred thousand dollars this year, new money. They are growing. Ryerson was right, and I was wrong on the site question. You see the thing is growing and spreading out in every direction, beyond my dreams. . . . . Two buildings are now going up, a dormitory . . . . and a recitation hall. . . . . Several other buildings from individuals are in prospect and not yet formally secured, some of these are certain, others doubtful. . . . . There are no funds in sight for even a little apparatus for the professors' classrooms. . . . . There is no provision, except students' fees, for modern books in any of the departments. The graduate student can do very little without them. . . . . There is no provision for heating, lighting and janitorial service in the recitation building. Nothing for clerks, bookkeepers, secretaries, office rental, and the various and manifold expenses of administration. . . . . In round numbers the institution ought now to have the promise of two million dollars or income from same beginning October 1 next. . . . . It is my profound and unalterable conviction that, if your funds will admit, you will not be able, at any later time, to reap the manifold and various profits now likely to be secured by now offering, at once, the sum of two million dollars or the income thereof (principal to be pledged), to be operative October 1 next.

Mr. Gates advanced ten arguments to justify his report and appeal for this great contribution. Here are some of them:

This sum is actually required to meet the certain demands of the first year. This is the fundamental reason. All others are subordinate and collateral. It will secure, or rather remove, the difficulties in the way of securing some men we want—difficulties in their minds, and in our treasury also. It will give an immense impulse in the way of buildings here, closing up speedily some deals and opening others. It will remove from Harper a load that is fairly crushing him to the earth. It will enable us to open in some degree commensurate with public expectation. It will justify the brave men who have consented to come on faith, and silence the gainsayers. The various subsidiary and collateral gains of an immediate pledge are so great that they ought not to be neglected for whatever scenic advantages a pledge at the opening might give to the University. Moreover, the men cannot be secured unless we know *now* that there will be funds to pay them. . . . . Finally, in justification of Harper, Northrup, Goodspeed, and all of us, let me say that none of us dreamed at the first of the magnitude of the opportunities, the promise, the occasion. It has grown on our wondering eyes month by month.

. . . . I stand in awe of this thing. God is in it in a most wonderful way. It is a miracle.

The report was accompanied and mightily reinforced by six complete exhibits. In commenting on exhibit "D" as to professors needed Mr. Gates said:

A salary list of one hundred and sixty-four thousand dollars is only a fraction, a small fraction, of what Yale, Harvard, or Columbia spend. When this is provided for we shall have only too little to meet the *requirements of the opening*. The above is a compromise between Harper and myself as to what should be laid before you on this head. We have wrangled up and down on every point. Harper insists that much more is absolutely demanded, that more subjects and more tutors and assistants must be added. But I refuse to be dislodged from the position that some of the headships will decline or can be left vacant for a while, thus releasing funds for more subordinate work, and further, that it would be better for you, *even* if you were disposed to grant all he wants, to wait until the *opening actually* reveals the exact situation, so that something might be left in the way of possible funds to provide for unforeseen contingencies.

As soon as Mr. Rockefeller received this report he wired Mr. Gates saying:

It is of course a surprise. Can say nothing encouraging, but deem it desirable to have an interview with you.

The interview took place on February 10 at Forest Hill, Cleveland. On February 11 Mr. Gates was back in Chicago for a conference with the Trustees. Nine days later he was again in Cleveland by invitation, received from Mr. Rockefeller the promise of a million dollars for the University, and the form of the letters of gift and of designation was practically agreed upon.

In asking for two millions Mr. Gates had indicated that what he had in view was primarily to add between ninety and a hundred thousand dollars to the income for the opening year. Mr. Rockefeller met this demand by making a contribution of a million dollars, bearing interest at five per cent from the first of the preceding December. This provided that forty-one thousand, six hundred and sixty-six dollars of interest would accrue before the opening of the University on October 1, 1892, and, with the regular annual income from the gift, would provide for the first year of

instruction a total additional sum of ninety-one thousand, six hundred and sixty-six dollars. The letter of gift was as follows:

New York
February 23, 1892

To the Trustees of the University of Chicago,
Thomas W. Goodspeed, Secretary:

Gentlemen: I will give to the University of Chicago one thousand five per cent bonds of the par value of one million dollars, principal and interest payable in gold. The principal of the fund is to remain forever a further endowment for the University, the income to be used only for the current expenses and not for lands, buildings, or repairs. I reserve the right to designate, at my option, the expenses to which the income shall be applied.

I will deliver these bonds March 1, 1892, bearing accrued interest from December 1, 1891.

I make this gift as a special thank offering to Almighty God for returning health.

Sincerely yours,
John D. Rockefeller

In a letter of designation it was provided that seventy thousand, five hundred dollars of the income be reserved for salaries of officers and instructors, ten thousand dollars for fellowships, five thousand dollars for books and apparatus, and the balance for incidentals. The following provision was added:

Should the funds here reserved for any of the above items be provided by others, the designation above in such case or cases is waived by me, and the fund so released may be employed for other current expenses of the institution at the discretion of the Board.

It will be seen that this great donation marked another long step in expansion, making possible the addition of many instructors who could not have been appointed without it, and greatly enlarging the scope of the work actually undertaken. Mr. Gates wrote:

When the decision was finally arrived at, it was hearty, cheerful, not to say glad.

Mr. Goodspeed responded:

The feeling in the city seems to be one of universal gratification. Mr. Field said the other morning, after expressing his satisfaction with the gift and his admiration for Mr. Rockefeller, "Now Chicago must put a million dollars into the buildings of the University." A gentleman who heard him

came over and told me. An extraordinary impression has been made. . . . . There have been, I suppose, more than a hundred references to the University in the papers of yesterday and today. The *Post* had an editorial Friday evening, "Chicago's Turn Next," to the effect that Chicago must now erect the University buildings.

This was precisely the feeling the Trustees desired to see in Chicago. For a year past they had been looking for the right time and the right way to begin a movement to raise a considerable sum for buildings and other necessities. As early as April, 1891, they voted that plans should be inaugurated to secure five hundred thousand dollars for buildings. Tentative efforts were made in various directions. Half a dozen leads, that seemed full of promise, some of them of almost fabulous promise, were discovered and eagerly followed, but in the end led nowhere. Meantime on November 16, 1891, the trustees having found that the sum of half a milllion dollars was inadequate, voted that an immediate effort be made to raise one million dollars for grounds, buildings, and equipment. It was not, however, until February, 1892, that a real beginning was made by the offer of a chemical laboratory by Sidney A. Kent. On April 7 Marshall Field agreed to give a hundred thousand dollars on condition that a million was secured in sixty days. The condition was felt to be an impossible one, and two days later Mr. Field extended the time to ninety days. The following from Mr. Goodspeed to Mr. Gates shows what took place on the day the subscription was signed. The original proposal of Mr. Field had been made to President Harper.

I send you the original of the letter which Mr. Field has signed. I thought I would copy it and then concluded it would interest you more to see what I originally prepared and the changes Mr. F. required. I tried to get till the 20th of July, one hundred days, but he would consent to only ninety. I feel that a great deal has been gained by getting ninety instead of sixty.

As a matter of fact everything had been won by securing this extension. The situation was desperate enough with ninety days. With only sixty it would have been hopeless. As it turned out, at the end of ninety days the impossible was actually accomplished. The incredible had come to pass. A million dollars was raised for education in ninety days. And Chicago did it. Fifty-three

dollars represented the full amount received from sources outside of that city. There was much hard work that was discouraging and unproductive. As was inevitable many refused to help. But those who gave the money did it so readily, so kindly, so generously, that the entire subscription was secured almost without effort. The givers only needed to be found. Once found, they gave royally and cheerfully. It was, however, a very busy time with President Harper and his associates. When it is said that during the ninety days more than two thousand visitors called at the University office, that there were twenty meetings of the two Boards of Trustees and forty meetings of committees, that more than forty appointments of officers of administration and instruction were made, involving journeys, interviews, and correspondence, that the most difficult work in the organization of the University was done during those three months, some idea can be gained of the burden carried and the amount of work accomplished. Toward the middle of this strenuous period, about June 1, 1892, just when the strain on the President was becoming intolerable, Professor Harry Pratt Judson reported for duty and removed from Dr. Harper's shoulders the greater part of the preliminary organizing and administration labors. It was at this critical and opportune moment that Dr. Judson began that long period of service, during which he revealed those great teaching and administrative gifts which eventually made him the President of the University.

When Mr. Field made his subscription, conditioned on the securing of a full million dollars by July 10, 1892, the subscription of Sidney A. Kent for the Chemical Laboratory, already made, was to be counted as a part of this sum. Mr. Kent generously increased his pledge to two hundred and thirty-five thousand dollars. Much quiet work was done during May, and fifty thousand dollars was given by Mrs. Elizabeth Kelly and eighteen thousand dollars by other women for halls for women students. Early in June came a great subscription of one hundred and fifty thousand dollars from Silas B. Cobb, and immediately after a cablegram from Martin A. Ryerson, who was abroad, for a similar amount. These great pledges were quickly followed by fifty thousand dollars from Mrs. Nancy A. Foster and hope ran high in all hearts.

George C. Walker gave a hundred and thirty thousand dollars. President Harper received assurances that three men would unite in giving a hundred and fifty thousand dollars for a dormitory, and on June 22 wrote to Mr. Gates:

> We have just passed the million mark. . . . . We shall try to make it a million and a half.

The subscription from the three men, however, failed to materialize. Three or four others on which the President depended proved illusory, and on June 30 Mr. Goodspeed wrote:

> It looks today as though we were beaten. We have got eight hundred and sixty thousand dollars in good shape. We can, of course, get something, a little more, but we have absolutely nothing in sight. There are some things possible. We may get them if the unexpected happens. . . . . Almost incredible results have been gained, but we are likely to fail in sight of the goal. . . . . We are at our wits' end.

Some small subscriptions were found, and at the end of the week, on July 2, the workers were sitting in the University office in a somewhat subdued frame of mind. It was about four o'clock and they were saying that, as Sunday was the next day and Monday the Fourth of July they had only five working days left. At that moment a messenger from Mrs. Jerome Beecher came in and said that she had sent him to say that she might be depended on for fifty thousand dollars. Seldom have men been so uplifted. They were inspired with new hope and new purpose. President Harper went at once and called on Mrs. A. J. Snell, and three days later received from her fifty thousand dollars. The last day of the canvass was Saturday, July 9, and when on that day the Trustees met, the President was able to announce that a little over a million dollars had been subscribed. To crown the work Mr. Hutchinson read a paper signed by twenty of the leading business men of the city, pledging themselves pro rata, for any deficiency up to one hundred thousand dollars. The following were the names attached to this guaranty: H. N. Higinbotham, Charles L. Hutchinson, H. H. Kohlsaat, Henry H. Getty, Ferdinand W. Peck, Clarence I. Peck, Charles Counselman, E. Buckingham, Henry Botsford, Ernest A. Hamill, Byron L. Smith, Edwin G. Foreman, William T. Baker, T. J. Lefens, John J. Mitchell, A. A. Sprague, O. S. A.

Sprague, A. C. Bartlett, John R. Walsh, Henry A. Rust. This paper had been prepared and circulated without the knowledge of President Harper and the Secretary. It came to the President's knowledge a few days before the end, but only spurred him to more energetic effort. And thus was this unprecedented undertaking accomplished and the million dollars raised in ninety days. This fund secured the erection of eight buildings in addition to the divinity and graduate dormitories, which were under construction, and provided the material expansion corresponding to the educational enlargement made possible by the Rockefeller endowments and the Ogden designation.

These steps in expansion were not successive and orderly steps. They came so fast that they crowded upon and overlapped each other. They were all taken within twenty-one months. In that brief space of time, and before the doors were opened for students, the college with seventeen acres as a site, one million dollars and provision for one building, had developed into the University of Chicago with an enlarged and much improved site, four million dollars and provision for ten buildings, with a Faculty of one hundred and twenty teachers and with an Academy, a College, two Graduate Schools, and a Divinity School.

At this point the story of the expansion of the University prior to October 1, 1892, the day of opening, should end. But regard for the truth of history requires, if the story is told fully and faithfully, that the facts be given concerning one other great and important step, one of the greatest and most far-reaching in its consequences which the University ever took. When in February, 1892, Mr. Rockefeller made his second million dollar contribution, a contribution yielding an income from the first day of the preceding December, it was for the express purpose of providing for a well-defined measure of expansion. The limit of this expansion was the increase of the salary list from one hundred thousand dollars per annum, the amount already provided for, to one hundred and seventy thousand dollars. It was not to go beyond this total unless the Ogden fund came in, in which case fifteen thousand dollars in addition was to be expended to man the departments of Biology. Of the two departments, Chemistry and Physics, only

one was to be undertaken. As Mr. Rockefeller, however, had made his great contribution, and a few months later another million had been secured in Chicago, nothing seemed impossible of accomplishment. The President felt that the University must be placed at the start in the front rank. Before these large accessions of funds the greater institutions of the country had regarded the prospects of the University with much doubt. It was freely asserted that the funds were insufficient, that the professors would not be paid the salaries promised, and prophecies of disaster were frequently uttered to discourage professors from accepting positions on the faculty. All this was changed by the addition of these new millions. The critics and prophets of evil were silenced, and the conviction became general that the new University had not only come to stay, but would take its place among the first institutions of the land. There was an instant change of attitude on the part of professors invited to take places on the faculties. But this change extended beyond those who were thus invited. The President began now to be informed that leading educators would welcome opportunities to enter the service of the University. It was found that great departments, which it had not been intended to establish at the outset, could be organized with eminent head professors and able associates. It was now more than easy to fill up with a full complement of professors departments already organized. The President was inspired with a natural ambition to have the number of the departments complete, to have them well manned, and to make the University of Chicago second to no other. As a result of all this, departments for which financial provision had not been made were organized in addition to the number for which provision had been made. Skeleton departments were filled out by additional appointments beyond the number for which funds had been provided. For this great enlargement reasons appeared from time to time that seemed to justify if not to demand it. There seemed good reason for the expectation that a large payment (unfortunately delayed for a year) would be made on the Ogden bequest. Subscriptions were made for buildings for special departments, and it was felt that the departments must be organized so as to be well under way when the buildings were ready.

In whatever manner they may be explained the facts are that, instead of the seventy instructors provided for, or supposed to be provided for (or, including the divinity professors, eighty), being appointed, the number of appointments on the faculty for the first year aggregated one hundred and twenty. It is true that a few of these appointees received no salary, but while the financial provision for salaries amounted, at the outside, to less than one hundred and eighty-five thousand dollars, the actual salaries paid aggregated two hundred and fifty thousand dollars. It hardly needs to be said that with the faculty so largely increased in numbers and with several entire departments added, needing books, apparatus, rented quarters, furniture, and supplies, expenditures of every kind were greatly increased. This in brief is the story of the last of the earliest steps in expansion. It wonderfully equipped the new institution for its opening year. It was a great step in expansion —but a step into the dark.

CHAPTER VII

STUDENTS AND FACULTY

It was the profound conviction of all those most interested in founding an institution in Chicago that it would attract a great attendance of students. They were enthusiasts, dreamers of dreams. In that day was fulfilled the Scripture which said, "Your young men shall see visions and your old men shall dream dreams." But their dreams and visions fell far short of the fulness of the event. One of them wrote to Mr. Rockefeller in January, 1887: "Of all places in the world this is the location plainly designated by nature for a great university." Dr. Harper, in indorsing this letter, wrote: "It is safe to make the prediction that in ten years such a university would have more students, if rightly conducted, than Yale or Harvard has today." At that time, 1887, Harvard had sixteen hundred and eighty-eight students in all departments, and Yale had twelve hundred and forty-five. Dr. Harper's prophecy, had it been made public at the time it was written, would have been regarded as the dream of an enthusiast. The number of students in Yale and Harvard was regarded as wonderful, and quite unapproachable by other institutions. They had reached their great attendance only after some two centuries of history. It is an interesting commentary on Dr. Harper's prophecy that in its fourth year the University of Chicago enrolled eighteen hundred and fifteen students, or one hundred and twenty-seven more than were enrolled at Harvard in 1886–87. If Dr. Harper had written as follows: "In ten years such a university will have nearly three times as many students as Harvard now has, and nearly four times as many as Yale now has," he would have been a true prophet. But it is also true that if he had made such a prophecy he would have been looked upon as something worse than an irresponsible enthusiast and dreamer.

No effort was made to secure the students for the first year. When the secretary asked for the appropriation of a small sum

to be expended in advertising it was refused. As a matter of fact the first students gathered themselves. For some reason the project of a new institution of learning in Chicago had made a remarkable impression on the imagination of the public. This impression was as widespread as it was pronounced. Ordinarily the students of institutions come, for the most part, from their immediate vicinity. But the first year's students of the University of Chicago, like those of every succeeding year, came from every part of the United States and from many foreign countries. When the enrolment for the first year was made up it was found that thirty-three states were represented and fifteen foreign states and provinces.

It is worthy of record that the first mention of inquiries from students occurs in a letter written in September, 1890, less than four months after the first subscription had been completed, and more than two years before the University opened its doors. A president had not been elected and there had been no thought as yet of professors. On October 5 the Secretary wrote, "We get the name of a new candidate for admission every day." And this was no temporary outbreak of student correspondence. It not only continued, but began gradually to increase.

In December, 1890, Dr. Harper submitted his Plan of Organization, and the Board of Trustees authorized the issuing of *Official Bulletin No. 1*, which covered the Work of the University and General Regulations. A hundred or more students had sent in urgent demands for information. These requests were increasing in number, and the secretary was hard put to it for answers to the inquiries. Early in January, 1891, the bulletin was issued. A copy was at once sent to every prospective student and to large numbers of educators and others. The sending out of this first bulletin doubled the daily number of inquiries. The letter of January 16 says, "We have received the names of two or three students every day this week." This list of prospective students was attended to with great care. By this time, with considerably more than one hundred and fifty prospective students on the list and the number increasing every day, it became evident that a college teacher, a member of the University faculty, must be appointed to look after these increasing numbers. Accordingly

on February 3, 1891, Dr. Harper, though he had not then accepted the presidency, was authorized to confer with Frank Frost Abbott with reference to undertaking this work. Mr. Abbott was a young man, then a tutor in Yale, and his fitness for the work was therefore well known to Dr. Harper. Mr. Abbott was appointed University Examiner from July 1, 1891, and began work in that position early in September, nearly thirteen months before the University was to open. On February 16, 1891, the Secretary wrote to Dr. Harper, who on that day wrote his acceptance of the presidency, "I am glad you have secured Abbott. We will turn over to him a list of three hundred or more students who will begin to need attention by July 1. The number grows each day." In March a new element entered into the situation. W. B. Owen, then a student in the Theological Seminary at Morgan Park, afterward a member of the University faculties, and still later principal of the Chicago Normal School, had gathered about him ten pupils whom he was preparing for the University. He had arranged to remain the following year, 1891–92, and complete their preparation. This work of Mr. Owen's was the germ out of which the University's Academy at Morgan Park grew. In September, 1891, he was permitted to hold classes in the Seminary buildings. He engaged teachers and conducted a flourishing school.

In May, 1891, *Official Bulletin No. 2* was issued. Dealing with the Colleges of the University, it supplied a want that was felt more and more every day, as young people intending to enter college classes were eagerly asking questions which this bulletin answered. It was widely distributed. On June 2 the Secretary wrote, "There is no let-up in the new calls for bulletins and the reporting of new students." On returning in September, 1891, from his summer vacation he had these interesting items to report, "Professor Abbott has come and seems to be a fine fellow. The Owen Academy (Morgan Park) is flourishing. It now has, at the close of the second week, seventy students." On September 30 he wrote, "Since I returned from my vacation forty new students have reported to us."

It is not improbable that these reports as to the growing number of probable students were taken with some allowance for the

Secretary's enthusiasm. In January, 1892, as has been related elsewhere, Mr. Gates visited Chicago, to look over the ground for himself. Having spent ten days in a rigid examination, he spoke as follows in his report on students:

> Eighty-four students are now on the ground at Morgan Park, practically uninvited, studying under an association of tutors, made up entirely of Seminary students, anticipating the opening of the Academy. There are now enrolled in the Divinity School at Morgan Park one hundred and ninety-two men. Dr. Northrup tells me he has over fifty new applications for next year from college graduates alone. . . . .
>
> *University undergraduate department.*—Over six hundred men hailing from thirty-seven states have reported themselves as purposing to come, while three hundred and sixty-nine more have sent in their names as possible students. New names are coming in at the rate of sixty to ninety per month. . . . .
>
> *University graduate department.*—Ninety-three men have reported, of whom about forty hail from east of the Alleghanies, New England, etc. More are daily reporting.

Mr. Gates's conclusion was that the problem of the University was not how to get students, but how to provide for them. He estimated that there would be one hundred students in the graduate departments, and urged Mr. Rockefeller to provide an income of ten thousand dollars a year for graduate fellowships. This was done and added immensely to the attractive power of those departments, and applications for fellowships began to multiply. Indeed student inquiries began, in February, 1892, to multiply in bewildering fashion. On February 28 the Secretary wrote, "The letters from students increase. There have been twenty today, more than were ever before received in one day."

At this time the authorities found thrust upon them a most embarrassing question. How were the students to be housed? On March 4 the secretary wrote, "Inquiries are now coming in for rooms, prices of rooms, cheap rooms, and we have no answer to make." But these were questions that had to be answered. They would not down. The neighborhood of the University was at the time sparsely settled. It was impossible to allow several hundred men and women students to appear on October 1 only to learn that there was no place in which they could live. Indeed, without the assurance that there would be places to receive them they were

not likely to appear at all. After much inquiry and effort a dormitory for women students was found in the Beatrice apartment building near the corner of Fifty-seventh Street and what was then Madison, later Dorchester, Avenue. This was rented from September 1, 1892, to May 1, 1893, at eight hundred dollars per month. In August the Drexel, an apartment building on the corner of Drexel Avenue and Fifty-sixth Street was leased for men students at three hundred dollars per month. The provision for men included, in addition to this building, the divinity and graduate dormitories, then under construction, with accommodations for one hundred and ninety. Altogether dormitory accommodations were provided for about two hundred and thirty-five men and for less than one hundred women. Meantime the question of boarding accommodations was insistently urged by the President. It was directly due to his urgency that the basement of the divinity and graduate dormitories was fitted up for a University Commons for men, the women being cared for in the Beatrice. These basement accommodations were most inadequate and unsatisfactory, mere excuses for boarding-halls, low-ceilinged, damp, dark, absurdly unsuitable for the use to which they were put. But there was no other way.

Professor Abbott had been kept busy conferring with students, answering inquiries, arranging the courses of study, perfecting the regulations under which students were to be admitted, and arranging for the examination of students for admission in various parts of the country. During the year examinations for admission were held in a dozen cities. These examinations were submitted to Professor Abbott and clearly indicated that many students seeking admission were not prepared. The standard was too high for them. It was found in the end that two things saved the University from being overwhelmed by numbers the first year. These were the high standard fixed and the requirement that all first-year entering students must pass an examination. Very many expected to be admitted on certificates from high schools and academies. When they found they could not do this, and read the requirements for admission in *Official Bulletin No. 2* they decided to go elsewhere, or to defer their entrance until they were prepared to take the

examination. On September 26, 1892, a week before the opening, President Harper wrote the following to Mr. Gates:

People are beginning to realize that we are aiming to establish a high-grade institution. Certainly over two hundred men have been turned away because we would not receive their certificates. The Freshman class will number about one hundred and twenty, and about the same number will enter advanced classes, so that the undergraduate department will include about two hundred and fifty students. The graduate [department] as it now looks will include about one hundred and fifty.

The number of undergraduate students might easily have been tripled. We are all more than satisfied. We shall certainly have a magnificent set of men and women. There has been a great temptation, of course, to admit students unprepared according to our standards, but we have constantly held ourselves in restraint, and while many men doubtless have been disgruntled, because of our refusal to admit their sons, we have felt that to be the only wise thing to do.

You have no idea of the pressure which has been brought to bear to admit the sons of certain men, but I have determined that we shall be as impartial, or as heartless, if you will, as Harvard or Yale. Most of the Board of Trustees uphold me in this policy. Some, I am inclined to think, would rather have seen the bars let down. The fruitage will appear another year. . . . . We have been obliged to make chapel exercises voluntary because there is no room in which all the students could be accommodated. The outlook for the Divinity School is most excellent. There will be surely over two hundred students, thus bringing a total of about six hundred. This is all that, with any degree of satisfaction, we can accommodate.

As it turned out, the total number of students enrolled during the first year was seven hundred and forty-two. This was exclusive of the attendance at the University Academy at Morgan Park where there had been above one hundred. Three days before the opening day, October 1, 1892, the Secretary reviewing the preceding two years wrote as follows regarding the probable attendance of students:

Correspondence has been had with nearly three thousand students who expressed a desire to enter. Very many of them will spend another year in preparatory studies and report for entrance next year. Meantime, the University will have as great an attendance as it is prepared to care for during its first year. Thereafter it will be ready to receive all who come prepared to take its courses.

This is the story of the gathering of the students of the first year. As was said at the beginning, they gathered themselves.

They were not sought. They came of their own motion. Had they not been discouraged or absolutely shut out by the severe examination tests the attendance of the first year would have been doubled.

The gathering of the first faculty is another story. The members of the teaching staff had to be looked for, and, by patient inquiry, found. The personality of each one had to be considered and his record carefully studied. The estimate in which he was held by those who knew him and his record, and whose opinion and recommendation were of value, must be learned. Negotiations must be had with each one separately and such inducements offered as would secure him. These inducements were not necessarily the salaries that could be offered. The correspondence shows conclusively that they were rather, in the great majority of instances, the larger opportunities offered at Chicago, opportunities for advancement, for research, for developing great departments of knowledge, for enlarged usefulness. It is, of course, true that there were many teachers or would-be teachers who were very anxious to be on the staff of instruction of the new University. They did not have to be sought. They brought themselves to the attention of the officials. In this one respect the gathering of the professors resembles the assembling of the students. Candidates offered themselves in large numbers. They began, indeed, to do this at about the same time prospective students began to report, two years before the University was to open. As early as October, 1890, six months before the University had a president, the Secretary began to receive applications for positions on the faculty. As in the case of the students, the number of these applications for professorships increased from month to month. They were all sent to Dr. Harper at New Haven.

In February, 1891, Dr. Harper accepted the presidency, and applications for positions began to be addressed to him. He was still in the service of Yale University. All his leisure he was devoting to working out his educational plan for the new University, writing, with great care, the official bulletins embodying the details of the plan, and getting them through the press. He was overwhelmed with work. While thus engaged, in February

and March, 1891, this flood of applications rolled in upon him. Perhaps it would be more exact to say the flood began to roll in upon him. For it continued without interruption for the following eighteen months. It was then a new experience for the young President-elect. On March 28, 1891, he wrote to Mr. Gates:

> I am beginning to become worried on account of the immense number of applications that are coming in, backed by leading men, applications which I am, in the bottom of my soul, confident are in most cases utterly worthless, yet with the commendations of leading men. . . . . When the day of settlement of claims comes, some people are going to be terribly disappointed. The assurance which characterizes some of the applicants is amazing, and also the grounds urged by those who present the claims.

While for the most part the applications for positions on the faculty reflected only honor on those who made them, there were some, as well as some recommendations of applicants, which illustrated Dr. Harper's complaints and other things besides. Some of the men recommended were so evidently and eminently desirable that one wonders how the President could have rejected them. One of the most distinguished teachers in the country commended one young man in this fashion:

> He is a man whom I have greatly admired ever since his graduation. He has traveled much and has acquired an exquisite scholarship. I know nobody of his years working in ——— whose future I could so assuredly prophecy. He is a man who cannot fail. Singularly noble and gentlemanly in character, he wins everybody who comes near him. He is so lucid, so easy, so unpretentious, and his learning is so solid. There is but one opinion about him here.

The eulogiums of his students were declared to be so enthusiastic as to be "almost comical." And yet this paragon among teachers President Harper did not want! Of another it was said: "It is stated to me that he reads seventeen languages." Even this number did not seem to be enough to awaken the President's interest. Of another, the following most creditable things were said: "He is always scrupulously neat and clean in personal habits and dress, and is elegant in manners and a good conversationalist."

Although, as has been said, the great mass of the personal applications were admirable in spirit and tone, reflecting only honor on those who made them, there were naturally enough some among

them that were diverting. These served to relieve the tension and add a touch of humor to the situation, which was one of multiplied cares and anxieties. While the President's daily mail was burdened with applications, it must have given him a moment's gaiety to receive the following naïve misunderstanding of the situation:

At the risk of doing something unprecedented and probably entirely useless I write to ask and apply for some employment on the teaching force of the Chicago University.

The following was written from a wholly different point of view and is interesting because of the modest indirection by which the writer sought directions out:

While I am not vain enough to expect a position in Chicago University and shall not be bold enough to apply for one, still, I confess that I, in common, I suppose, with nearly all the college professors in the United States, would be proud of such a position were I deemed qualified for it.

Not all the applicants were so modest as this man. The following application, which, in common with the one just quoted, disclaimed being an application and sought to assure President Harper that his task of finding a faculty would prove an easy one, does not breathe the same fine air of modesty:

As regards the faculty of the new University, the whole country is open to your choice. In the chair of ——— I could do good work for you. You are probably not aware of it. Very likely you never will be. . . . . As a professor of ——— I am probably the best known man in ———. I have a good position here. I shall not make any application at Chicago. As I happen to be writing you, will say that if you should tender me the senior professorship, I should accept it.

Here was an inconsiderate man who ought to have known better:

You once told me how applications for positions came upon you like an avalanche. I am going to ask if it will be any use to file one more.

It was not!

The following shows the way in which one applicant differentiated himself from others:

I wish most courteously, but most clearly and emphatically, to distinguish myself from the mob of ordinary applicants, but few of whom have an intelligent, definite, and well-crystallized ambition in the line of any advanced and

timely specialties. Most of them simply want a position; almost anything will satisfy them in most cases. In my own case it is my clearly expressed desire to help forward the most promising specialty of the ———.

Receiving no encouragement, this gentleman, who lived at a considerable distance from Chicago, wrote again and again, the substance of his letters being requests for permission to call on the President:

With all irrepressible earnestness consistent with gentlemanly courtesy I would urge you to allow me soon a personal interview.

In this case, however, the President was adamant, as he could be where the situation demanded.

The following application had the distinction of being the only one of its kind:

I have friends who will gladly ask John D. Rockefeller to give me his recommendation.

The writer no doubt spoke the truth. What he did not know was that Mr. Rockefeller, never, under any circumstances, could be induced to recommend the employment or dismissal of a member of the faculty or give any advice whatever regarding the teaching force.

The following must have presented a temptation to a President who felt that he needed and must have at least thirty-five more instructors than he had funds to remunerate:

I desire to state that salary is absolutely no object, as I have interests the returns from which are ample for my needs.

Whether President Harper was tempted by this generous offer or not is not known. If he was, the Scripture was fulfilled, and he was not tempted above what he was able to bear.

But how could he decline an opportunity to secure such a man as the following?

I am essentially a born teacher, one possessing such a power of imparting knowledge as is seldom met with.

This man was evidently in a class with Captain Cuttle's watch, "excelled by few and equalled by none." Yet the President failed

to secure him. But more surprising still was his failure to close with the man who gave him these assurances:

> If you care to put that department into my hands, I will guarantee to make it the best on this continent, or anywhere else for that matter, both in teaching and publications.

Now this was just what the President wanted all his departments to be, and yet, strangely enough, he allowed this educational wonder also to slip through his fingers.

These specimens of the applications received are not quoted as fairly representing the mass of those submitted. They do not. They are only caricatures. There is every reason for saying that the great majority of those who applied for positions were scholars who felt that the new University opened a larger field than their own schools furnished for advancement and usefulness. They approached the President without any sacrifice of self-respect. Their letters gave every indication that they were scholars. Their recommendations gave every assurance of their ability to teach. Five hundred and seventy-six of these applications have been examined by the writer. In addition to these letters very large numbers of personal interviews were sought and applications made of which no written account remains. There can be no doubt that more than a thousand persons, men and women, applied for positions on the faculty. The requests for other positions, positions of every sort and description, were multitudinous. Applicants thronged the University offices in the spring of 1892, so that attention to ordinary business became impossible. The motto of the Secretary ceased to be "the man who wants to see me is the man I want to see." In March, 1892, just before the great campaign for the million dollars in ninety days began, Mr. Gates visited the office in Chicago and protested vigorously against the way in which the time of President Harper and the Secretary was being wasted by the constant stream of applicants. On his return to New York he wrote a long letter to the Secretary on the subject, some quotations from which will illustrate the situation:

> I do not think that either yourself or Dr. Harper should be "at home" in that office at all. . . . . The Board should pass a rule that all applicants for positions, either for themselves or friends, ... must present their

applications in writing. "No applications in person will be heard by the officers of the University unless personal interviews are requested by themselves." . . . . I don't expect to accomplish anything by this effusion. Dr. Harper will say and believe it is nonsense. . . . . I can only say my soul burned within me at the abuses by which your time, the most precious of that of any human lives in my acquaintance, is being stolen from you by a procession of well-meaning thieves—among them

Yours very truly,
F. T. GATES

But Dr. Harper did not say this was nonsense. On April 6, he wrote:

I have not written you since you left. . . . . I have been so very, very busy. We have made some changes. The stenographers, Professor Abbott, and myself are now on Fifty-fifth Street. . . . . Mr. Abbott has his office hours in the city [office] from two to four. I am there only from four to five.

These changes brought some, but not entire, relief. During the succeeding hundred days the calls at the University offices, 1212 Chamber of Commerce, averaged more than thirty a day. On July 10 President Harper wrote:

Life at Chicago has become a great burden, so many people after me.

He fled therefore to Chautauqua. But the applications continued to come, up to and after the opening of the University.

Though Dr. Harper, in 1891, was a young man, only thirty-five years of age, the selection of the faculty of the University was committed to him by the Trustees as a matter of course. His nominations were first laid before the Committee on Faculty, and, after approval, sent to the Board of Trustees for final action. The President laid each case before the committee and afterward before the Board very fully, and his recommendations of men were always approved. Probably no university president in the United States was better equipped for the task of manning a great University with teachers. He had a very wide acquaintance among college and university professors and a still wider knowledge of them. For eight years he had been conducting summer schools. For as many years he had been connected with Chautauqua, and these two lines of experience had immensely increased his first- or second-hand knowledge of college teachers. For at least two years and a half

the probability that the presidency of the institution in process of being founded in Chicago would be thrust upon him had been constantly before his mind, and he had been studying men as possible members of a faculty. He had high ideals of what a university instructor should be. He must be a teacher, but first and foremost he must be a scholar, in love with learning, with a passion for research, an investigator who could produce, and, if what he produced was worthy, would wish to publish. It was a recommendation to have studied abroad and earned a higher degree. President Harper was endowed with a kind of intuitive recognition of a scholar, which enabled him to select a faculty of scholars. He had, moreover, a singularly judicial mind, and in considering possible teachers he weighed the evidence on both sides with insight and justice. In dealing with those he wanted to engage for his faculty he manifested a consideration of their interests, a friendliness and sympathy that disarmed opposition, and a personal charm, a power to make his theme interesting, and a contagious enthusiasm, that won even the reluctant. As a result of these unusual qualities and of this exceptional equipment for selecting and securing his faculty, President Harper made few mistakes in his first faculty. In the appointment of the hundred and twenty members of that faculty not half a dozen disappointed him. They were a body of instructors of which any university in the world would have been proud. President Harper's wide acquaintance with, and extensive knowledge about teachers, gave him abundant material for making his first selections. He began also at once to make inquiries of educators he trusted as to the fitness of men for suggested positions. After a few leading men had been secured for the faculty, he constantly used them to assist him in finding other men. He set them to writing letters of inquiry. He sent them to make visits and to hold preliminary conferences. But he depended finally on personal interviews between himself and candidates or those he was anxious to get. Serious attention was given to promising applications. These were often accompanied or followed by voluminous testimonials, books, pamphlets, theses, and newspaper articles published by the candidate. If these were found promising a personal interview was had to determine whether the man was what his

credentials said he was. As soon as a head professor was secured he became at once an invaluable assistant in completing the faculty. He knew the men he wanted in his own department and was able to give useful suggestions about departments for which heads had not been found.

When President Harper decided that he wanted a man he was extraordinarily persistent in his efforts to secure him. He seemed incapable of taking No! for an answer. It took half a dozen refusals, each more emphatic than the preceding one, fully to convince him that the case was hopeless. And he might not even then give up his purpose. In clinging to a policy once determined on he was one of the most persistent of men. He was also a born diplomat and would continue a negotiation long after a less purposeful man would have abandoned it, and would, oftener than not, continue it to a successful termination. An eminent English scholar replied to a proposition that he then had six other offers before him and added, "there was only one of these that was financially less attractive than your own." Yet President Harper secured him or the summer course for which he wanted him. He had long been negotiating with Professor Burton of Newton Theological Institution for the chair of New Testament Greek without encouragement, but with unwearied persistence. On March 5, 1892, he wrote to the Secretary,

> Burton has declined. He has just telegraphed me that he cannot free himself from the obligations that seem to bind him there. What we shall do now is a mystery. . . . . I can think of absolutely no one to put in this chair.

But he was not long at a loss. The negotiation was renewed, and in the end Professor Burton came to Chicago.

Of course President Harper sometimes failed to get men he wanted. He sought earnestly the best gifts in American, English, and German universities. An eminent English professor declined the headship of a department on the ground that he would not be able to endure "the intense cold of a Chicago winter," and not even President Harper's arguments and persistency could remove this conviction. Of another man he was most anxious

to secure as head of a department he wrote to the Secretary as follows:

> Remsen is in great trouble. They are moving heaven and earth to keep him at Johns Hopkins. It is not altogether a pleasant task to be lecturing in the University and trying to take away one of its professors at the same time.

In this case his own University could not afford to lose the man. He became its next president.

This incident suggests one extraordinary fact about the labors of President Harper in seeking a faculty. He sought big men, men already distinguished and recognized as exceptionally able. No college president can enjoy suffering in the eyes of his students and the public through comparison with abler, greater, more distinguished men in his faculty. Apprehension on this score seems to have had no place in President Harper's mind. He wanted the very best and ablest, the most distinguished scholars and teachers he could find. The more eminent they were the more he wanted them. The difficulties in the way of securing Alice Freeman Palmer were well-nigh insuperable. But because she was brilliant and famous and certain to win the admiration and affection of the entire University he wanted her, and in the face of all discouragements secured her. It was because he believed von Holst was a great man and because he had an international reputation that President Harper wanted him in his faculty. Because he wanted the best he did not hesitate to try for the presidents of colleges and universities. It is not known just how many of these he attempted to bring into the first faculty. It is known that he failed with some whom he made extraordinary efforts to get. As the first faculty was finally constituted it contained the following who had been presidents of higher institutions: Ezekiel G. Robinson, Brown; George W. Northrup, Baptist Union Theological Seminary; Galusha Anderson, the Old University of Chicago and Denison; Albion W. Small, Colby; Thomas C. Chamberlin, Wisconsin; Franklin Johnson, Ottawa; Alice Freeman Palmer, Wellesley; and Howard B. Grose, South Dakota. To these names was soon added that of John M. Coulter, Lake Forest. His friends were never able to detect the slightest trace

of envy or jealousy in President Harper. He rejoiced in the growing reputation of members of the faculty as though it were his own. Every distinction they received gave him pleasure. Every book they published was a source of satisfaction, and the greater the book the greater was his satisfaction. He was proud of the honors they received and he watched the development of growing scholars with joy and pride.

President Harper began the work of securing a faculty for the new University before he had himself accepted the presidency. His hand indeed was forced. Young people who desired to enter the new institution, who, as has been related in the first part of this chapter, began to report in September, 1890, and had kept on reporting in increasing numbers, were asking all sorts of questions needing to be answered by a trained educator. In the closing months of 1890 the President-elect found the right man for this work in Frank Frost Abbott, whom he had marked as a growing man. He engaged Mr. Abbott conditionally about the beginning of 1891, and had him formally appointed University Examiner and Associate Professor of Latin July 9, 1891. To Mr. Abbott therefore belongs the honor of being, after the President, the first member of the faculty to be appointed. The second appointment was that of Zella Allen Dixson as Assistant Librarian, and was made the same day, July 9, 1891.

President Harper's educational plan provided for the appointment of heads of departments. One of the duties of the head professor was "to consult with the President as to the appointment of instructors in the department." The natural thing, therefore, was to appoint the head professors in the several departments, that the President might have their assistance in making up the faculty. If this course could have been followed it would have wonderfully simplified the President's problems, lightened his labors during the eighteen months preceding the opening of the University, and saved him anxieties without number. He began therefore to look for head professors, and immediately fixed his mind on professors in the leading universities of the country. Then came the tug of war. As a matter of course these men were, of all the professors in the country, the very ones—it may perhaps be said, the only ones—who were practically immovable. Why

should such men move? They had positions for life, into which they had grown, where they had every possible tie to hold them—homes, libraries, laboratories, friends. Their salaries were ample. They were, for the most part, in old, great, famous institutions, in whose distinction they participated. At the end of their period of service they were perhaps assured of retiring allowances that would provide for old age. Why should they change? Particularly, why should eminent teachers, thus situated, enter on a "hazard of new fortunes" by going to a new institution, organized on a new educational plan, or as Dr. A. H. Strong phrased it, "launched upon uncharted seas and with new methods of navigation," an institution whose financial basis was wholly out of proportion to the vastness of the educational scheme, and whose future, therefore, was uncertain? It seems strange that many of the best men in the country, notwithstanding the fact that all these things were true, were moved by President Harper's approaches. There was a strong power of appeal in the plan and in the young President himself. But no sooner did it become known that professors had been approached and were thinking of Chicago than every influence was brought to bear to hold them in their places and set them against the new institution. Chicago was declared to be a "bubble." Its funds were ridiculed as totally inadequate. It was prophesied that salaries would not be paid. In the report of Mr. Gates, made to Mr. Rockefeller February 1, 1892, he says of the institutions from which head professors were being sought:

> They are ridiculing our modest beginnings and using every influence against us in private and in public. It is a miracle that Harper has been able, in the face of all, to touch some of their best men. The amount of downright persecution some of our men are enduring in their homes, as shown by their letters, fills me with wrath. Besides the nobler motives, I confess to the ignoble one of compelling these railers to meditate in silence on this thing.

Under all these circumstances it was not to be wondered at that President Harper encountered very serious difficulties in securing head professors. Men who at first seemed ready to consider his proposals, later, under all the adverse pressure to which they were subjected, hesitated, and, in some cases, drew back. As the beginning of 1892, the year set for the opening, approached with

little progress made in gathering a faculty, President Harper became very uneasy. On December 26, 1891, he wrote to Mr. Gates:

> We have not a head professor after nine months of constant work. Not one of the men that we want can be moved from a good position at the salary of six thousand dollars. I am in despair. . . . . The only thing that I can see is nine hundred and ninety-nine unfinished deals. Everything is unfinished. Nothing seems capable of being finished and this uncertainty is crushing.

On November 16, 1891, forty days before this letter was written, the Trustees had fixed the salary of head professors at six thousand dollars per year, and at the same meeting had taken the following action:

> that Professor William Gardner Hale, now of Cornell University, be elected Head Professor of Latin, and that President Harper be requested to visit him and endeavor to secure his acceptance.

Twelve days later the President reported that he had visited Mr. Hale,

> and informed him of his election, with some hopeful indications that he would accept.

Some hopeful indications! But not many. The visit to Cornell, however, was extraordinarily fruitful in that it revealed to President Harper another head professor in J. Laurence Laughlin, with hopeful indications from him. A visit had also been made to Boston at the same time, and an interview held with President Albion W. Small of Colby University, but whether with "hopeful indications" or not does not appear. What does appear is that President Harper had become convinced that the men the University wanted ought not to be asked to leave the positions they were occupying, for what they could not but regard as the uncertainties of Chicago, on the basis of a salary of six thousand dollars a year. Accordingly at the next meeting of the Trustees held December 29, 1891, the following action was taken. The Committee on Organization and Faculties recommended:

> Professor J. Laurence Laughlin of Cornell as Head Professor of Political Economy. Dr. Harper made a full statement in regard to Professor Laughlin and Professor Hale, and the difficulties in the way of securing Head Professors. After a full discussion, in which every member of the Board present took part the following action was taken unanimously:

1. The salary of Head Professor was increased to seven thousand dollars.
2. Professor J. Laurence Laughlin was elected Head Professor of Political Economy.

Thus was the problem of securing head professors at least partially solved, and with its solution most of the difficulties in the way of securing a faculty disappeared. This latter fact was illustrated in the immediate appointment under Mr. Laughlin's advice of Adolph C. Miller, also of Cornell, as associate professor in his department.

In the meantime it had become clear to the President that he must have expert assistance in the tremendous task of organizing the work of the University, arranging the courses of instruction, preparing the schedules and announcements, establishing regulations under which the work of instruction should begin, and solving the thousand and one problems that were sure to arise. He found the man he needed in Harry Pratt Judson, professor of History and lecturer on Pedagogy in the University of Minnesota. The two men had reached a tentative agreement in the summer of 1891, and on January 26, 1892, Mr. Judson was elected Professor of History and Head Dean of the Colleges. The circumstances attending the coming to the University of a future President are of such historic interest that the following is quoted from a statement written by President Judson:

In the winter [1891–92] it became time to settle definitely whether I should or should not come to Chicago, and some matters had taken such shape that I sent word to Dr. Harper that, on the whole, I didn't think it advisable for me to leave Minneapolis. However, he had anticipated me by having the appointment made by the Board of Trustees, and an announcement made in the press before my letter reached him. Of course that committed me so that I could hardly do otherwise than accept the original proposition.

I must confess that the new scheme, while very attractive to me in many ways, seemed in many other ways quite visionary. There was much in the air, but not much in the ground. When I came down that winter of 1891–92 to look over the plant I found a wilderness adjoining the projected site of part of the World's Fair. Still the possibilities were made to appear much like probabilities by Dr. Harper's enthusiasm. The matter being settled I sent in my resignation to the Board of Regents of the University of Minnesota. They thought that the Chicago plan was even more visionary than it had, at any time, appeared to me. They did not believe that it would ever materialize in such a way as to make it a permanent institution. Therefore they

voted me a year's leave of absence, without pay, to give me a chance to try the thing out. They were quite confident that at the end of that year I should return to Minneapolis.

Some time in the spring, I think in May, Dr. Harper wrote me that he was becoming completely swamped with the labor of preparing for the opening in the following autumn, asking me if I would not join him as soon as my duties at Minneapolis were over, and aid in carrying out these plans. I accepted, leaving Minneapolis on the second or third of June, the day after the Minnesota commencement. I found the offices of the University at 1212 Chamber of Commerce Building. President Harper was there and Professor Abbott, who was acting as University Examiner, Dr. T. W. Goodspeed, the secretary of the Board of Trustees, and a small and in some ways rather extraordinary clerical staff. Correspondence was pouring in from prospective students. Meanwhile the plans for the announcements for the coming year were in process of making. Mr. Abbott went away for his vacation early in July and Dr. Harper and I were left to handle the educational side through the summer together. We worked night and day.

Although Mr. Judson was originally elected Professor of History, in the final organization of the departments of instruction he became acting head, and almost immediately after was made Head of the Department of Political Science. At the January meeting, at which Mr. Judson was elected, William I. Knapp of Yale was made Head Professor of Romance Languages and Literature. Meantime the negotiation with Albion W. Small, president of Colby University, had reached a favorable issue and on January 29 he was elected Head Professor of Social Science. The President had first approached President Small fourteen months before. The two men had had several interviews and exchanged many letters, and the appointment was finally made without any positive assurance that it would be accepted. The experience of Mr. Small as an administrator led to his being drafted into service at once as Dean of the College of Liberal Arts, later as Director of Affiliation, and finally as Dean of the Graduate School of Arts and Literature. Four head professors having been secured, the work of making up the faculty went forward rapidly. The President had for some months been hard at work seeking other instructors and pushing negotiations with them. On January 29, 1892, the first considerable number of appointments was made. In addition to the Head Professor of Social Science these were: Charles Chandler, Professor of Latin; George S. Goodspeed, Associate Professor of Compara-

tive Religion and Ancient History; James H. Tufts, Assistant Professor of Philosophy; William D. MacClintock, Assistant Professor of English Literature; Starr W. Cutting, Assistant Professor of German; A. Alonzo Stagg, Director of Physical Culture; Robert F. Harper, Associate Professor of Semitic Languages and Literature; George C. Howland, Instructor of Romance Languages and Literature; Frank J. Miller, Instructor of Latin; Carl D. Buck, Assistant Professor of Sanskrit and Comparative Philology; and Frederick Starr, Assistant Professor of Anthropology. Five of these ten men President Harper found among those whom he knew at Yale. These were Mr. Goodspeed, later Recorder, Mr. Stagg, R. F. Harper, later acting Head of the Semitic Department, Mr. Buck, and F. J. Miller, later Examiner and Dean. Mr. Goodspeed died in 1905 and Mr. Harper in 1914. One of the interesting things about these appointments is that three of them were appointments to assistant professorships of men who later received promotion to the headship of their departments. These were Mr. Tufts, Mr. Buck, and Mr. Cutting. Mr. MacClintock had declined a college presidency to accept the Chicago appointment. Mr. Tufts came to the Department of Philosophy from the University of Michigan. He had been a student of Dr. Harper's at Yale and also in one of his summer schools. Mr. Buck was a Yale man commended to Dr. Harper in the autumn of 1890 by Professors Seymour, Whitney, Knapp, and others. In engaging these younger instructors, Dr. Harper was accustomed to draw up a contract which was signed by both parties. Varying somewhat with varying circumstances it was as follows:

MEMORANDUM OF AGREEMENT
BETWEEN

W. R. Harper and .....

Mr. .....agrees to accept, if elected, the position of.....in.....at the salary of.....dollars a year, salary and service to begin..... W. R. Harper agrees to present the the name of Mr. .....to the Board of Trustees for this appointment, and further to propose from time to time such advancement in salary and rank as is in proportion to the service rendered and the merits of research carried out.

WILLIAM R. HARPER

.....

On the strength of contracts like the foregoing Europe was flooded with young professors. Depending on such scraps of paper, which bound Dr. Harper simply to recommend their election, they borrowed money and went abroad to spend a year, more or less, in travel or in study at the great universities. In every case in which he made these contracts the prospective President was accustomed to require, or at least very strongly to advise, the prospective instructor to go abroad for as long a stay as possible to better his preparation for his future work. Mr. Buck's contract was made in February, 1891, nearly a full year before his election.

On February 4, 1892, four notable appointments were made as follows: Hermann E. von Holst, Head Professor of History; Richard Green Moulton, University Extension Professor of English Literature; Emil G. Hirsch, Professor of Rabbinical Literature and Philosophy; and Ezekiel G. Robinson, Professor in Apologetics and Christian Ethics. Mr. von Holst, author of a well-known constitutional history of the United States, was a professor in the University of Freiburg in Baden, Germany, and his acquisition was regarded by the President with great satisfaction. Mr. Terry, Professor in History, had greatly aided in securing him. Mr. Hirsch was the able and popular rabbi of the Sinai Congregation of Chicago and most generously contributed such services as his duties to his congregation and the public permitted. Mr. Robinson had been president of the Rochester Theological Seminary and later of Brown University, and came to give the closing years of a distinguished career to the new University. Mr. Moulton had come in 1890 on a temporary visit to the United States, as he says,

> to enlist interest in the University "Extension Movement" which had originated in the University of Cambridge [England] and spread to other Universities, British and foreign. I had been connected with it for sixteen years. . . . . Within a few weeks after I had begun my tour, I declined some tempting overtures for permanent work, on the ground that I could not entertain the idea of leaving England. I met Dr. Harper in Washington, D.C., in the Christmas week of 1890, and in a single conversation he induced me to promise a year's work in the new University. . . . . He thoroughly entered into the conception of "University Extension" as we understood it in England. He was resolved to make this a feature of the work he was inaugurating.

Mr. Moulton's one year became a life engagement.

Nathaniel Butler, once a member of the faculty of the Old University of Chicago, was brought from the University of Illinois and became acting Director of University Extension. Mr. Butler joined the small group of administrative officers at 1212 Chamber of Commerce on June 1, 1892. He devoted the summer to the organization of lecture courses and preparing the announcements for them. He secured promises of courses of extension lectures from as many of the coming professors as possible, and organized "centers" in many communities. A University Extension faculty was appointed, consisting, in addition to the President, Mr. Moulton, and Mr. Butler, of seven lecturers with Francis W. Shepardson as editorial secretary. In addition there were appointed nineteen associate lecturers, and twenty-two other members of the faculties were available for courses of lectures. When, therefore, the faculties came together in October the University Extension Division was as completely organized as any other.

At the meeting of the Trustees held on March 19, 1892, E. Hastings Moore of Northwestern University was elected Professor of Mathematics. Mr. Moore, who later became Head of his department, was well known to the President, the two having been associated as teachers at both Yale and Chautauqua. On March 19 also, Charles O. Whitman of Clark University was elected Head Professor of Biology. A correspondence had begun between Mr. Whitman and the President nearly a year before. An exceptionally able group of scientists was gathered at Clark, and it so happened that, owing to unsatisfactory internal conditions, a group of fifteen most desirable men was prepared to consider favorable openings elsewhere. The opportunity for Chicago was an extraordinarily tempting one. Mr. Tufts relates that in an interview in New Haven about January 1, 1891, Dr. Harper

> told me that he had at that time in mind three departments that he wished to be strong from the outset, his own department of Semitics, Classics, and Philosophy. It subsequently proved that the natural science departments were given especial strength, but that, if I remember, was not in his mind so strongly from the beginning.

The opportunity of securing so large a group of men, some of them already distinguished and others of great promise, enough

by themselves to insure strong scientific departments, combined with the offer of Mr. Kent at the same moment to provide a great chemical laboratory and the Ogden designation explains the change in the President's original intention. He did not indeed give up his purpose to make the humanistic departments strong, but, although he lacked the funds for the purpose, he determined to avail himself of this great opportunity and make the scientific departments strong also. Mr. Whitman drove a hard bargain with him. After his election he wired the President as follows:

> I can accept on following terms, salaries and running expenses [for the Department of Biology] thirty thousand dollars, equipment twenty-five thousand, building one hundred and fifty thousand.

Mr. Nef had his chemical laboratory already assured. Mr. Michelson did not attempt to make terms. It was expected that out of the campaign for a "million dollars in ninety days" just beginning, a biological laboratory would emerge. By a curious turn of fortune, however, it happened that at that time Mr. Whitman did not get his building for biology, and Mr. Michelson did get the great Ryerson Physical Laboratory. Some years passed before Biology had a laboratory, but in 1897, through the munificence of Miss Helen Culver, President Harper was able to give the biological departments four laboratories, instead of the one building he had promised. Clark University contributed fifteen men to the faculty.

The President was tempted beyond what he was able to bear, and beyond what his resources could bear. But, his power of resistance having broken down before this splendid temptation, he was left quite helpless before one which immediately followed. The President learned that Thomas C. Chamberlin, president of the University of Wisconsin, having, during his five years at Madison, accomplished the task of reorganization he had set for himself and doubled the number of students, was weary of administrative work, which, indeed, he had undertaken reluctantly, and would, perhaps, welcome a call to the headship of a Department of Geology, and that his professor of Geology at Madison, Rollin D. Salisbury, who had already been recommended in the highest terms, would follow his chief. George C. Walker, one of the Trustees, had agreed to provide a museum building which might be used also as

the laboratory of Geology, and the President warmly urging action, President Chamberlin on May 4, 1892, was appointed, the appointment of Mr. Salisbury following in June. The following telegram addressed on May 20 to President Harper by Mr. Chamberlin's secretary, who was quite unconscious of what was going on and resented the notice he referred to, greatly pleased and edified the Chicago office:

> Assuming that you did not authorize the statement in today's issue of the *Chicago News* that President Chamberlin had accepted a position in your University, please telegraph authorizing me to deny it. President Chamberlin is now somewhere east, and I cannot reach him.

No sooner did President Harper succeed in getting a few head professors and professors appointed than he began to make use of them in getting information about other possible instructors. Names were sent out by the score, and Messrs. Hale, Laughlin, Small, Whitman, Burton, Nef, Tufts, MacClintock, A. C. Miller, Starr, Terry, Moore, and others, were kept busy making visits and inquiries and reporting on men.

The delay in securing heads of departments had been so great, however, that the President had been compelled in some instances to go forward without their help in their own departments. Mr. Burton writes that, not being able to bring with him to Chicago the one man he had in mind, "as a result, I finally accepted as colleagues in the department men suggested by Dr. Harper." The authorship of the following letter will probably be readily determined by the higher critics. It was written on the writer's learning of an appointment in his department:

> One thing is demonstrated, namely, that the department of ——— is bound to grow, so long as I keep away from it. I had not heard of ——— until your note came, but, when I consulted the University column of *The Standard*, I felt as the Christmas-pie boy did when he pulled out the plum. . . . . By the way, if you should hear any one intimate that the credit of organizing the department of ——— belongs to anyone except the "Head Professor" will you kindly shoot him on the spot.

From the same man came this statement of his view as to a professor's relation to the President:

> I shall enlist for the war, with the most loyal purpose of doing my utmost best every day for the common cause. I shall be as loyal to you as one man

can be to another. You will never catch me sulking in my tent when there is work to be done for which I am, either by the literal terms of our contract, or by the ideals of our relation, responsible.

And that there might be a clear understanding to begin with, he writes to illustrate the need of prescribing the boundaries between departments:

For example, if it is true that ——— is to be in the faculty, plans ought to be made at once for a bomb-proof wall between the departments we shall occupy. The best work I have done in ——— has been on the thesis that the more ——— writes on . . . . the more conclusively he proves that he is thirty years behind the times.

Yet these two professors lived and labored together in perfect amity and thorough co-operation.

There were nine women in the first faculty aside from those in the Library. Alice Freeman Palmer was made Dean of Women on July 25, 1892, and on August 31 Marion Talbot was associated with her, succeeding her after Mrs. Palmer's valuable but necessarily temporary service.

It is impossible to relate in detail the story of all the appointments. The complete list may be found in another place.[1] About the first of June, 1892, the secretary wrote for publication:

The last gift of one million dollars, made by Mr. Rockefeller in February, has made it possible for the University to organize its faculties in a somewhat complete way. In all departments sixty instructors have now been elected. The number will be increased by ten or twelve additional names, and then, so far as the faculties are concerned, the University will be ready to receive its students.

In his simplicity the Secretary thought he was giving out authoritative information. He was, as it turned out, only announcing the number of instructors for whom financial provision had been made. The President, feeling driven by necessity, recommended, and the Trustees, under the same spur, appointed, not ten or twelve more, but sixty. Appointments continued to be made at almost every meeting until October 25, nearly a month after the University opened. Among those appointed were F. B. Tarbell, J. W. A. Young, F. Schevill, E. O. Jordan, J. Stieglitz, C. F. Castle, S. H. Clark, C. W. Votaw, and D. J. Lingle.

[1] See Appendix.

The work of gathering the faculty had been exceedingly trying to President Harper. He had met with all kinds of difficulties. Charges were made against men with whom he had made contracts for assistantships. But he would never condemn a man unheard, and he took time, in the midst of his incredible labors, to sift such charges. One man, who had agreed to come, drew back when another was made acting head of the department. Another agreed to accept if no other man of his rank received a larger salary, and after he had been appointed, refused to accept until he had the President's written assurance on the subject. He should have been dropped at once, but the patience of Job was slight compared with that of President Harper. Demands for books, apparatus, equipment, and supplies of every kind, essential for the proper conduct of the departments, but far exceeding any available funds, made the President's life a burden. There was, however, one difficulty made by an instructor of quite another sort, but it was the only one of its kind. In the original classification of teachers in the faculty the reader was two places below the tutor in rank. It is, of course, natural for men to desire to rank as high as possible. But one man who was appointed a tutor could not reconcile himself to that title and asked from the President the privilege of being considered a reader, and was so recorded in the first *Register!* He was not an American and the term used for the higher rank displeased him. Later he rose to an assistant professorship. Mr. Shorey came to the department of Greek from Bryn Mawr, and later became Head of the department, of which, indeed, he was acting Head from the beginning. When President Harper approached Charles R. Henderson, in the spring of 1892, he was a popular pastor in Detroit, and was being sought by another prominent church, and was having urged upon him the secretaryship of the American Baptist Home Mission Society and the presidency of Kalamazoo College. He came to the University as Recorder and Assistant Professor of Social Science. The duties of Recorder did not suit him, and in 1894 he was made Chaplain of the University, a position for which his character and gifts peculiarly fitted him. Dr. Henderson's widely lamented death occurred March 29, 1915, on the day on which this page of this chapter was being written.

President Harper did not have to assemble a Divinity faculty. That faculty came with the Divinity School. As President of that School he added to its faculty a few men. Mr. Price, who had succeeded Dr. Harper as Professor of Hebrew in the Theological Seminary at Morgan Park, was transferred to the Semitic Department in the University, and there renewed his association with his former chief.

The buildings at Morgan Park, which had been occupied by the Divinity School, now became the home of the University Academy. For this school a faculty was also assembled with the same care that was used in choosing the teaching force of the University proper. The Academy was a part of the system and the faculty had a place in the University *Register* among the other faculties.

In arranging the work of instruction President Harper and Mr. Judson, during the four months preceding the opening of the University, organized it under twenty-three departments. This did not include the Divinity School, the University Extension Division, or the Academy. In only one of the twenty-three departments was no instruction given. Botany appeared in the *Register* as Department XXI, but no courses were offered in it during the first year. In all the other departments courses were given by from one to ten instructors. Thus complete was the organization from the opening day.

In recommending appointments to the faculty President Harper made for himself one rule to which he scrupulously adhered. He never communicated to the Trustees the religious affiliations of the teachers he recommended. No Trustee ever asked to what denomination the nominee belonged, or whether he belonged to any. Most members of the first faculty were, indeed, devout men, but a religious census of the members of it was never taken. This attitude, illustrated in the choice of the first faculty, characterized the later history of the administration of the University as well. It was reverent, devout, Christian, but never in any way sectarian. This is the story of the gathering of the first faculty, incomplete in that so few of its members are named, but as complete as the limits of a chapter have allowed.

As September, 1892, drew to a close the faculty came together for the first time in Chicago. On the 26th President Harper wrote:

> Nearly all the professors have now reached the grounds, and you would be pleased to hear the remarks concerning them. As our gentlemen become acquainted with them, without a single exception the impression produced is a strong one.

His first faculty certainly gave the President great satisfaction. The University opened October 1, 1892. Writing of that day the President said:

> At 4:30 the first meeting of the University faculty was held. There were present about seventy members. This did not include the Academy professors, Divinity professors, or the University Extension professors. At this meeting we outlined the general policy and several matters of minor importance were discussed. . . . . Everybody seems in good spirits.

Thus the good ship was manned, its passengers were on board, and it was under way on its long voyage.

CHAPTER VIII

THE EARLIER BUILDINGS

At the first meeting of the Board of Trustees of the new University Messrs. Ryerson, Rust, Walker, Felsenthal, Corthell, MacLeish, and Hinckley were appointed a Committee on Buildings and Grounds. The committee organized without delay, before the legal incorporation was accomplished, and the appointment of the committee having been confirmed later, a second meeting was held November 28, 1890. It was then "determined that the committee would undertake, in the first instance, to secure the erection of three buildings: 1, a general recitation building; 2, a Divinity School dormitory; 3, a University dormitory." At the same meeting, however, a new and important but most disturbing question was raised, which resulted in the appointment of Messrs. Ryerson, Walker, and MacLeish as a committee "to take into consideration the advisability and possibility of enlarging the site." The story of this first enlargement of the site has been told in the preceding chapters. This mention of it is made here, because, so far as buildings were concerned, it delayed the work of the committee for several months. The committee felt that before it could proceed with plans for buildings, the shape and extent of the grounds on which they were to stand must be determined. The matter having been finally decided and the site enlarged by the purchase of an additional block of ground and changed in shape from a narrow strip, one block wide and three blocks long, into a compact square, two blocks wide and two long, with the streets and alleys vacated, the committee, in the spring of 1891, was able to go forward. Many important and perplexing questions, however, at once arose. Should one architect be chosen for the first buildings, or should they be given to two or more men? What should be the scale of expenditure for buildings? Should the structures be small and cheap, or should they be large, dignified, and worthy? What material should be used in their construction?

Should it be stone or brick? If stone, should granite be chosen, or could something as attractive, and, while durable, not so expensive, be found? What should be the arrangement of the buildings on the site, and where should the first buildings be located? And above all, what style of architecture should be adopted?

Fortunately for the young University, it had among its trustees the very best men in Chicago to consider and determine these important questions.

Among the letters of Mr. Goodspeed to Dr. Harper in 1891, the one dated April 14 contains the following:

> Mr. Ryerson has sketched a complete plan for the buildings. . . . . The sketches provide for buildings on the three blocks to cost two million, three hundred thousand dollars, and on the four blocks something over three million, six hundred thousand dollars. The idea of Mr. Ryerson and Mr. Hutchinson is to draw out on paper the entire plan at the start, with the locations of buildings indicated, and then go forward, building by building, as we are able. You can depend on the building committee going forward from this time.

The last sentence indicates that Dr. Harper's eager mind was impatient over the delay in the building plans. On April 25, 1891, the Committee on Buildings and Grounds instructed Mr. Ryerson to ask six firms of architects

> to furnish the committee with plans showing how the site should in general be covered and the buildings be arranged and distributed, and also with sketches of a recitation building and dormitory and of the Divinity dormitory.

Three firms responded to this invitation, submitting their sketches and suggestions on May 16. On June 9, 1891, the Trustees adopted the following resolution:

> Resolved, That the Committee on Buildings and Grounds be authorized and instructed to proceed at once to erect upon the University campus three buildings as follows: a Divinity dormitory to cost not more than one hundred thousand dollars, a University dormitory to cost not more than one hundred thousand dollars, and a recitation building to cost not more than one hundred and fifty thousand dollars, and that the committee be authorized to employ Henry Ives Cobb as architect of said buildings.

The first annual meeting of the Board of Trustees was held on June 23, 1891, and the committee reported that Mr. Cobb had been employed as architect for these buildings, and the plans for

the three buildings were under consideration with the architect. In view of the final distribution of buildings, the following quotation from the report is of special interest, showing how the members of the committee were groping in the dark for a solution of a most perplexing problem:

> The committee is considering the location of the Divinity dormitory on the east side of the campus, near the northeast corner [where Mandel Assembly Hall was later built], of the University dormitory on the west side of the campus, near the northwest corner, and of the recitation building on the north end of the campus, near the northeast corner [where Hutchinson Hall was later located].

Meantime the Finance Committee, on April 23, had reported to the Board that, in addition to the resources available, the sum of five hundred thousand dollars was necessary to make adequate provision for the buildings needed. The committee had, therefore, been instructed to inaugurate an effort to secure five hundred thousand dollars for this purpose. In undertaking this enterprise the Secretary issued a statement from which the following quotation is made:

> We have reached a new stage in the building of the University. . . . . The time has now come when we must begin the erection of the new buildings that will be imperatively needed to enable the board to open the University on October 1, 1892. It has been determined that the buildings first erected shall be three—a recitation building to cost one hundred and twenty-five thousand dollars, a University dormitory, and a Divinity dormitory, each to cost one hundred thousand dollars, and each to provide accommodations for one hundred and seventy-five students. Mr. Rockefeller has provided the funds for the Divinity dormitory, that it might not be necessary to appeal to the public for funds for any denominational feature of the enterprise. . . . . What then are our present resources? We have subscriptions of two hundred and fifty thousand dollars, payable in instalments during the next four years. We believe that we may count on receiving from these subscriptions at least a hundred thousand dollars, enough to erect one building before the opening of the University. This is the full extent of our resources for the buildings needed during the coming year. Nevertheless we shall make immediate plans for the third building, to cost a hundred and twenty-five thousand dollars, and hope we may be able to begin the erection of the three buildings simultaneously. . . . . The extraordinary public interest in the University, and the number of students constantly reporting themselves, compel the Board to believe that it is founding what will be a great institution from the start. It

must have a material equipment in buildings, libraries, apparatus, collections, etc., that will accommodate its students, and enable it to do its work in the most perfect way. In view of these needs the Board appeals to the friends of the University for the sum of five hundred thousand dollars.

Meantime the architect had been hard at work on the problems of the style of architecture to be adopted, and the general arrangement of the buildings on the twenty-four acres of the site. On June 25 he submitted to the committee an elaborate sketch embodying his plan for the disposition of the buildings on the entire site. It was, in reality, a picture, giving a bird's-eye view of the University as it would appear with all the buildings completed. It made a most imposing and attractive picture. It was not intended to represent the buildings as each would appear in solid brick or stone, so much as to indicate the general arrangement and distribution of the various structures. It divided the site into six quadrangles, each surrounded with buildings, leaving in the center a seventh, the main quadrangle, giving unity to the whole design. While this general plan for the grouping of the buildings was not formally adopted, the construction of the buildings was begun and continued, so far as the original site of four blocks was concerned, in accordance with it. The style of architecture finally adopted, after long consideration, was English Gothic, and Gothic, with modifications of that style, continued to determine the construction of all the educational buildings of the University. The committee, with the architect, gave much study to these questions and to the plans for the first three buildings contemplated. On September 29, 1891, the plans for these buildings were submitted to the Board of Trustees with two recommendations: first, that bids should be secured for them, bids for all three together and for each one separately, for granite as the building material, for blue Bedford stone, and for pressed brick with stone trimmings; and second, that the Divinity dormitory should stand on Ellis Avenue near Fifty-ninth Street fronting east and west, that the University dormitory should stand on Ellis Avenue near Fifty-seventh Street, fronting east and west, and that the recitation building adjoin it on the south.

The proceedings of the committee were approved and bids were immediately invited. When these were submitted granite

was found to be too expensive and blue Bedford stone was adopted for the exterior walls and continued to be used in all the succeeding permanent educational buildings. At the same time it was found that the cost of the three buildings would be so great that the committee submitted, on November 16, 1891, a report written by Mr. Ryerson, from which the following quotations are made:

> The result of the bidding shows that the amount of space required in buildings of the quality which your committee think essential cannot be provided within the expenditure originally contemplated and authorized by the Board, to-wit, three hundred and fifty thousand dollars, but will necessitate an expenditure of at least four hundred and sixty thousand dollars. The bids further show that the Divinity dormitory, as planned, cannot be erected for the sum appropriated by Mr. Rockefeller, to-wit, one hundred thousand dollars, but will call for at least one hundred and fifty thousand dollars. Your committee, while mindful of the financial questions involved, feel the wisdom and necessity of keeping in prominent view the requirements of the University and the expectations of our friends and the public. They feel that in appearance, plans, and construction the buildings erected for the University should be of the best quality; that in our building operations, as in our educational work, we should do well what we undertake. They are, therefore, of the opinion that it would be unwise to lessen the cost of the proposed buildings at the expense of the design or construction. Realizing, however, that it would not be prudent to commit ourselves to an expenditure so much beyond our present building resources, your committee are of the opinion that we should now erect but two buildings, to-wit: the lecture hall and one dormitory, and in view of the fact that the dormitory, as planned, is so much larger than it can be made with the one hundred thousand dollars provided by Mr. Rockefeller, your committee deem it just and reasonable that only the north two sections, or one hundred and ninety feet of the building, be appropriated as a Divinity dormitory, and that the south section, or seventy-nine feet be reserved as a University dormitory. . . . .
>
> In conclusion, your committee make the following recommendation and await your action: that blue Bedford stone be adopted as the material for the erection of the buildings, the bids showing that the difference in cost between this material and pressed brick with stone trimmings is but five or six thousand dollars for each building; also that the committee be authorized to let, and the proper officers be authorized to sign, the contracts for the erection of a lecture hall and one dormitory, at a cost, for the two buildings, not to exceed three hundred and twenty-five thousand dollars.

The report was adopted, and at the same meeting two additional important steps were taken. It was voted that the committee be

COBB LECTURE HALL AND THE FIRST DORMITORIES

authorized to prepare plans for a library building, a museum, a gymnasium, and a dormitory for women. The other important action was the adoption of the recommendation of the Finance Committee that an immediate effort be made to raise one million dollars to be expended on the grounds, buildings, and general equipment of the University. The story of this million dollars has been told in a preceding chapter.

On November 23 the contracts for the two buildings authorized were let to Messrs. Grace & Hyde, and ground was broken for them three days later, November 26, 1891. There were no public exercises. The workmen gathered, the word was given, and the work began. The plough entered the ground near the corner of Ellis Avenue and the Midway Plaisance, where the first dormitories were to stand. Within three weeks more than a hundred men were at work on the foundations, and before January 1, 1892, these were completed.

The conclusion to erect two buildings instead of three, in the first instance, had led to a change in the proposed location of the recitation building, or lecture hall as it now began to be called. Instead of being placed between Fifty-seventh and Fifty-eighth streets on Ellis Avenue, it was built south of Fifty-eighth Street adjoining the dormitory, which extended south toward the Plaisance. The dormitory was in reality three buildings. The central one was five stories in height with rooms for ninety-two students. North and south of this, separated from it by fire walls, were buildings of four stories, each with accommodations for forty-six students. The length of the three structures was two hundred and seventy feet. While it was originally arranged that the southern section should be a University dormitory, it was found convenient to set apart the northern section for the University and to assign it to students in the graduate departments. It was called at first Graduate, later North, Hall, and the central and southern sections were known as Middle and South Divinity halls. Although it had been hoped that these dormitories could be built for one hundred and fifty thousand dollars, their cost proved to be one hundred and seventy-two thousand, eight hundred and six dollars. Of this sum Mr. Rockefeller contributed one hundred thousand dollars.

The lecture hall, begun at the same time with the dormitories, was to be four stories in height and one hundred and sixty feet long, the united buildings thus forming an unbroken front of four hundred and thirty feet. The width of the lecture hall was eighty feet. It contained over sixty rooms, divided into eleven departmental suites of from three to six rooms each, the central room of each suite being intended for the departmental library. The plans also provided for a chapel or assembly room for temporary use, taking for the purpose the north third of the first floor, a general lecture room that would accommodate about two hundred, and offices for the President, deans, and other officials. These buildings were to be ready for occupancy by September 1, 1892, but it was some weeks later before the last of the workmen left them.

In the latter part of August, 1892, President Harper announced that the University would take possession of its offices on the campus, September 1. This announcement led Theodore M. Hammond, an alumnus of the Old University, who was, at the time, in charge of the buildings and grounds, to fall into poetry. Without making any great allowance for poetic license we may regard his muse as portraying with vividness and truth the scenes of September.

Mortar beds, and brick bats,
Lumber, lath, and lime,
Carpenters and plumbers
Pounding all the time.
Of uninviting places
This is sure the worst!
But we've kept the promise,
Moved in on the first.

On October 1, Opening Day, there was still much to be done, but conditions were greatly improved.

Before the completion of the lecture hall, Silas B. Cobb, one of the early settlers of Chicago, made a contribution of one hundred and fifty thousand dollars, which, later, was appropriated for this building. The writer well remembers the time and the circumstances of the promise of this great sum. The last day of the second month of the three Mr. Field had given us for raising a

million dollars had come. A little over one-half of the amount had been subscribed, and we seemed to be at the end of our resources. We were at a loss to whom to appeal. We knew that the family of Mr. Cobb had been encouraging him to do something for the University. At length they told us they feared the decision must go over to the autumn. On June 12 the writer of this history wrote Mr. Gates as follows:

I then told Dr. Harper that we must take the matter into our own hands, and go and see Mr. Cobb. He said: "Mr. W. warned me against it, but we will go if you will take the responsibility." "I will, for we shall certainly fail if we delay." We went, found him, talked the whole case over fully, explained a number of things he did not understand, and left him apparently decided. He said he had thought he would write us a letter voluntarily proffering the subscription. This we encouraged. Two days later the Doctor met him on the street and told him we hadn't received the letter. The old man said he hadn't found time to write it, and, in fact, didn't know just how to go at it. . . . . Two days later, the old gentleman walked into the office with the letter signed, and another . . . . designating the recitation building now going up as the one to be called Cobb Hall.

The following letter is the first of the two:

CHICAGO
June 9, 1892

To the Board of Trustees of the University of Chicago:

GENTLEMEN: I have watched with growing interest the progress of the institution, the care of which has been intrusted to you. As my years increase, the desire grows upon me to do something for the city which has been my home for nearly sixty years. I am persuaded that there is no more important public enterprise than the University of Chicago. It seems to me to deserve the most liberal support of our citizens, and especially does it seem important that the University should, just at this juncture, be enabled to secure the million dollars it is seeking for its buildings and equipment. I therefore hereby subscribe one hundred and fifty thousand dollars on the conditions of the million-dollar subscription, and put my proposed gift in this form that the securing of the full million dollars may be more certainly assured. The particular designation of the gift I will make later.

Yours sincerely,
S. B. COBB

Later Mr. Cobb made a still further donation of fifteen thousand dollars, and the trustees gave his name to the hall. For more than twenty years Cobb Lecture Hall was the center of University life.

As to its cost, the hopes of the Trustees were disappointed. Although every effort was made to keep the figures down, it was found, when the bills were all in, that it had cost two hundred and twenty-one thousand, nine hundred and fifty-six dollars. Cobb Hall and the dormitories together, therefore, had cost nearly three hundred and ninety-five thousand dollars, or seventy thousand dollars more than was anticipated. This recalled the days and the experience of the Old University, and awakened, in the minds of some, anxious forebodings. It was an experience frequently repeated. The Committee on Buildings and Grounds was a very conservative and prudent body of men, but in spite of all their efforts, the final cost of buildings often exceeded the best estimates they could arrive at in advance.

Toward the close of 1892 the Committee on Buildings and Grounds finding itself swamped with business, and realizing that a long and arduous building era was before it, girded up its loins for the work by an action, the preamble of which is here recorded to illustrate the strenuousness of the committee's work and the devotion with which its members addressed themselves to it:

> WHEREAS, The amount of business necessary to be transacted by the Buildings and Grounds Committee has become so great that for each member of the Committee to investigate all questions so that he can act intelligently would consume more time than the members of the Committee are able to devote to the interests of the University; and
>
> WHEREAS, It is believed that by the appointment of special committees, or subdividing the work so that it will lessen the duties of each member of this Committee, better service and better results to the University will be accomplished; therefore . . . .

The action goes on to provide for seven special committees, each committee consisting of one man, to be appointed, as follows: a Committee on Plans and Specifications: Martin A. Ryerson; a Committee on Construction: E. L. Corthell; a Committee on Grounds: D. L. Shorey; a Committee on Buildings: E. B. Felsenthal; a Committee on Temporary Buildings: F. E. Hinckley; a Committee to look after all the interests of the University at Morgan Park: W. B. Brayton; an Auditing Committee: C. L. Hutchinson.

THE OLD GYMNASIUM

Prior to the appointment of a Business Manager, in 1894, the duties of most of these committees were very exacting.

The Committee on Buildings and Grounds found itself confronted very early by an imperative demand for at least one temporary structure, to provide for the physical training of the students, for the Library, and for the Press. It had been hoped by the authorities that funds could be found for a fine gymnasium and also for an adequate Library building. Earnest efforts were made at the outset to secure these necessary buildings, but quite in vain. It was finally determined, therefore, that as provision must be made for the physical training of the students, and for housing a great library, a temporary structure of brick should be erected to provide as well as might be for both these needs, and for a printing-office also, under one roof. It was on July 5, 1892, less than three months before the University was to be opened for the beginning of the work of instruction, that the Trustees took the following action:

> The matter of making temporary provision for the library and for a gymnasium was referred to the Committee on Buildings and Grounds.

The effort to raise a million dollars in ninety days had just been successfully concluded. Funds had been secured for nine buildings, but nothing for physical training, or for the libraries. Plans were therefore made without delay, for the temporary building to meet these needs. It was at first proposed to locate it on the northwest corner of Ellis Avenue and Fifty-eighth Street where the Press Building was later erected, and to build it in twenty days. But the lot then owned, at that point, proving too small, on August 29 the Committee voted to place the building in the center of the northeast quadrangle, the site of what later became Hutchinson Court. It was built as cheaply as possible, without permanent foundations, of common brick, one story in height and with a flat roof. The roof was supported by trusses standing above it, framed of large timbers, appearing like monstrous saw horses holding it down. The building was begun in September and finished in December, 1892. It was very large on the ground, being one hundred feet wide and two hundred and fifty feet long. The north end was

fitted up for the physical culture work of women. In a portion of the east front was the printing-office of the University Press. South of this was a large room where the General Library was placed. The western section, south of the women's gymnasium, formed the men's gymnasium. This was divided into a locker room and the gymnasium proper. Around the walls of the latter, a dozen feet above the floor was a running-track, at that time "the best indoor running track in the West, twelve laps to the mile." On this track many great contests took place before excited throngs of students and other enthusiasts crowding the floor below. This temporary structure cost twenty-five thousand, two hundred and eight dollars, and was a good investment. Although constructed very cheaply, and, contrasted with the other buildings, a blot on the landscape, it served its generation of students most usefully. When the noble tower group of buildings and the splendid Bartlett Gymnasium were planned its day was over. In the spring of 1901 the northern part of the building, the women's gymnasium, was torn down to make room for the foundations of Hutchinson Hall and the Mitchell Tower, and the summer of 1903 saw the rest of it demolished and removed to give an unobstructed approach to the Reynolds Club House and Mandel Assembly Hall, which were then approaching completion.

In connection with the raising of the million-dollar building fund, four women contributed fifty thousand dollars each for dormitories. The contribution of Mrs. Henrietta Snell was designated by her for a dormitory for men. She wished it to be a memorial of her husband, Amos J. Snell. Contracts for the erection of Snell Hall were made in August, 1892, and the hall was occupied by students in April, 1893. Though built for men, it was assigned for the Spring Quarter of that year to the women, whose halls were not ready. There was no Summer Quarter in 1893, and on the opening of the Autumn Quarter the men came into their own. Snell Hall was located on Ellis Avenue south of Fifty-seventh Street. It housed sixty students and cost fifty-three thousand, five hundred and eighty-six dollars. During the first ten years it was the only dormitory assigned to undergraduate men and was a center of University life for the men of the colleges.

In May, 1892, Mrs. Elizabeth G. Kelly intimated a wish to give fifty thousand dollars for a dormitory for women, if she could receive five per cent per annum on that amount during her life. An agreement to this effect was made, the University also agreeing to set apart, after Mrs. Kelly's death, "a sufficient sum of money to support one free scholarship in the University of Chicago, to be known as the Kelly Scholarship," this scholarship being intended for undergraduates. Mrs. Kelly's subscription was the first received from these four ladies. Kelly Hall was completed in the summer of 1893 and occupied by students October 1 of that year. Its cost was sixty-two thousand, one hundred and forty-nine dollars. It had rooms for forty-two students and included a parlor and dining-room.

Soon after the contribution of Mrs. Kelly, Mrs. Mary Beecher gave fifty thousand dollars for a dormitory for women on a similar agreement, viz., that she receive five per cent per annum on that sum during the remainder of her life. The construction of Beecher Hall went on in conjunction with that of Kelly, and it also was finished in the summer of 1893 and opened to students October 1 of that year. The two halls were of the same size, accommodated the same number of students, and their cost was substantially the same—a trifle over sixty-two thousand dollars.

It was in June, 1892, that a subscription of fifty thousand dollars was received from Mrs. Nancy S. Foster for a third dormitory for women. It was decided to locate the hall on the northwest corner of University (then Lexington) Avenue and Fifty-ninth Street, and to make it five instead of four stories high, as Beecher and Kelly were. It being found that it could not be built for the sum subscribed, Mrs. George E. Adams, Mrs. Foster's daughter, announced to the Board that if the University would go forward and erect Foster Hall her mother would pay the cost of its erection. On this encouragement the contracts were let and the beautiful building was constructed. It was finished in October, 1893. Here, perhaps, it should also be recorded that when in 1900 it became desirable to enlarge the hall, Mrs. Foster most generously authorized the Trustees to do this and send the bill to her. Her gifts amounted, in the end, to eighty-three

thousand, four hundred and thirty-three dollars, the full cost of the enlarged building. The hall provided a home for sixty-eight women students.

No one was more stirred by the campaign to raise a million dollars in ninety days than George C. Walker. A Trustee, and a member of the Committee on Buildings and Grounds, he knew the necessities of the situation. He had strongly encouraged Mr. Kent in his impulse to build Kent Chemical Laboratory. He was greatly interested in the science side of the University. In May, 1892, President Harper learned that it would be possible to secure President Thomas C. Chamberlin of the University of Wisconsin as head of the department of Geology and Rollin D. Salisbury of the same institution as his associate. This fired Mr. Walker's ardent nature and he at once informed the Board that he would build a Museum. On July 9 his formal proffer of one hundred thousand dollars for the Walker Museum was made. It was understood that the building should also be used temporarily as a lecture hall for the departments of Geology and Geography. Mr. Walker felt that the development of the University presented a priceless opportunity to people of wealth in Chicago to build their own lives into what was highest in the life of the city. He therefore welcomed, with great enthusiasm, the privilege of providing a hundred thousand dollars for the Museum. When the effort to raise the million dollars began he had given some fifteen or twenty thousand dollars in property, so that although the Walker Museum cost one hundred and nine thousand, two hundred and seventy-five dollars, he gave the University more than it expended. The Fourth Convocation, held October 2, 1893, was attended by the formal dedication of the Walker Museum. In presenting the building Mr. Walker said:

Trustees of the University of Chicago, Ladies and Gentlemen:

The President has asked me to tell you how this building came to be erected, and in order to do so I must in a very brief form give you a little idea of some past events. In 1848 my father was selected to make the address of welcome for the city of Chicago to the assembled delegates, from all parts of the United States, at the opening of the Illinois and Michigan Canal. One idea he expressed was this: That portion of the earth's surface which can support the most human life will, in the end, have the most human life, and nowhere on the earth's surface is there so much good land and so little waste land as in the

territory known as the Mississippi Valley of the Northwest! This made a deep impression on my young mind, and I have lived to see our city grow from a little over fifteen thousand then to over fifteen hundred thousand; and today the evidences are stronger than ever of the final and full realization of my father's confident predictions. . . . .

Thirty years ago my warm personal friend, Robert Kennicott, came back from the Arctic Ocean full of zeal and enthusiasm for the establishment of a grand museum for the Northwest in Chicago. He had spent four very successful years in that far northern country, under the auspices of the Smithsonian Institution and the Chicago Audubon Club, making scientific collections and establishing a system in connection with all the agencies and employees of the great North American fur companies, from whom many things have since been received. His friends were fully imbued with the importance of prompt action, resulting in Chicago's first scientific museum.

During all those years I never could relinquish the idea that here in our city was the best location, west of the Alleghany Mountains, for a great museum of natural history, and from the sad experience of many years it seemed evident that it would be of the most value in connection with some great institution of learning, whose professors and teachers would take a warm and active interest in its welfare, making it attractive and popular, and whose students would carry the knowledge of its existence and scientific value to all parts of the country. It would thus have the largest field of usefulness and be of the greatest benefit to mankind. No museum not so connected could by any possibility ever hope to bless so large a clientage. These facts would influence owners of valuable scientific collections to make such an institution their permanent depository, and in the end all that was of a scientific interest would find a home under its roof.

When this University was first thought of, it seemed that the time for successful action had come, and I resolved that, if in any way it could be accomplished, there should be a suitable fireproof building erected for this purpose wherever this institution should finally locate. After these grounds were selected, another and very important reason was presented why the University should have a museum building at once. The great Columbian Fair was going to be held here, and of necessity there would be a large amount of scientific material which could be retained here if there was a suitable fireproof home provided and the proper effort made to secure it.

With this in my mind, the building was undertaken and has been completed; and I now, Mr. President, tender it to the Board of Trustees, and with it go my warmest good wishes for the most perfect triumph of the University of Chicago.

In accepting the gift, President Harper said:

We receive tonight from the hands of its donor, for the future use of the University, this magnificent building, and in assembling, under these circumstances, we celebrate its formal opening. By the generous gift of one man the

University in this earliest period of its history possesses a museum building. The heart of every member of the University, of every friend of the University, of every friend of scientific research, acquainted with the facts, is filled with feelings of gratitude to the man who has rendered this inestimable service to the University, thus placing at its disposal a building so large, so beautiful, and above all, so well adapted to the purpose for which it has been erected.

President Harper spoke at some length of Mr. Walker's work for education in Morgan Park and of his great service to the Chicago Academy of Sciences, which he had tried to bring into connection with the University, and continued:

You will pardon me if I add still a third reminiscence. There was an old University of Chicago. Of its great work and of its great misfortunes I need not speak. One of the men closely connected with its work through many years, contributing continually toward its support, was the friend to whom tonight we would, if possible, do honor. When the Old University ceased to be, this same friend came forward with the generous proposition to give land and money for a college which should be built near the city of Chicago. Providence ordered that the institution should be established in the city, and the propositions made by Mr. Walker were not accepted; but from the first day of the history of the new University he has shown himself its friend. In its councils he has at all times taken a leading part, and when the time came for the citizens of Chicago to indicate to the world whether or not they would receive and make their own an institution so generously founded by a citizen of another state, Mr. Walker was one of the first to place his name on the subscription list to an amount exceeding one hundred and twenty thousand dollars. The educational property of Morgan Park has become a part of the University. The college which he proposed to establish at Morgan Park is there, not a college, but what in this great western territory of ours is of far greater value—an academy of the highest order, manned by instructors trained in the best academic institutions in the land. The museum which was originally intended for the Academy of Science has been built, but built for the University. The many separate educational efforts undertaken by Mr. Walker have become unified and centralized in the University of which he is an honored Trustee. These facts show the long-continued, deep, and earnest interest which he has exhibited in the cause of education. For one I rejoice that the building for a museum has come to us before a library. . . . .

Tonight we take possession of the building. Tomorrow morning the scientific collections of various kinds belonging to the University will be placed within its walls. Tomorrow morning the work of research and investigation in connection with the lectures and class work of the Department of Geology and Mineralogy will begin. The building is finished, but none too soon.

And now with these few and inadequate words of introduction, representing the Trustees of the University and its faculties, I accept the building from

its donor, Mr. Walker, and pledge him that it will be sacredly devoted to the interests he has had at heart. Time will show him, as no words of mine tonight could show, our appreciation of his noble gift and the gratitude which fills our hearts.

Walker Museum continued to be used, not only as a Museum, but for twenty-two years as a lecture hall for Geology, Geography, Anthropology, and Paleontology.

As has been narrated, the high cost of building, the immense expansion of the original plan of the new institution, and the number of buildings and increased equipment the enlarged plans demanded, led the Trustees in November, 1891, to enter upon an effort to raise a million dollars, "to be expended on the grounds, buildings and general equipment." The story of the raising of this great sum has been told. It may now be said that the first large response to the appeal made for it was the proffer of Sidney A. Kent of Chicago to build the chemical laboratory. A preliminary report on the negotiation with Mr. Kent was made to the Trustees on February 23, 1892, by George C. Walker and H. H. Kohlsaat. This was followed by the reading of the following letter at the next meeting of the Trustees, held March 19, 1892. (It is a rather remarkable coincidence that at the same meeting a letter was read from Mr. Rockefeller contributing his second million dollars.)

CHICAGO
March 17, 1892

To the Board of Trustees of the University of Chicago:

GENTLEMEN: Mr. Sidney A. Kent of this city has decided to erect and furnish a building to be located on the University grounds, and to be known as the Kent Chemical Hall, and to cost not to exceed one hundred and fifty thousand dollars. The general design has been prepared by the architect and approved by Mr. Kent. Detail drawings will be made at once and the building commenced as soon as possible. He [Mr. Kent] will provide the means to pay for same as the work progresses.

The gift is made on the condition that the corporation shall give to him a written guaranty that in case the building is ever destroyed it shall be rebuilt and the name be retained.

GEORGE C. WALKER

The condition named by Mr. Kent was accepted and the committee was instructed to proceed as rapidly as possible to erect the laboratory. Although Mr. Kent had fixed a limit for the cost of the building, he did not adhere to it. All the details connected with

the work of construction were submitted to him and received his approval. He paid the bills as they came in, and the laboratory cost him in the end two hundred and two thousand, two hundred and seventy dollars. He also generously furnished the laboratory equipment at a cost of thirty-three thousand dollars. That the building might be made as complete and perfect as possible, under the most competent expert advice, Professor Ira Remsen was asked, and generously consented, to come from Baltimore and assist the architect in working out the general plan and details of the laboratory. The building was formally dedicated and turned over to the University at the Fifth Convocation, January 1, 1894. A conference of professors of chemistry from other universities and colleges was held. The dedicatory exercises were held in the evening. As the procession entered the main hall of the building it passed a bronze tablet on the wall, in the center of which was a bust of Mr. Kent, the donor of the building, in *bas-relief*, with this inscription below:

> THIS BUILDING IS DEDICATED TO A FUNDAMENTAL SCIENCE, IN THE HOPE THAT IT WILL BE A FOUNDATION STONE LAID BROAD AND DEEP FOR THE TEMPLE OF KNOWLEDGE IN WHICH AS WE LIVE WE HAVE LIFE.
>
> SIDNEY A. KENT

The design was the work of Lorado Taft. In receiving the building President Harper spoke as follows:

Ladies and Gentlemen:

As the most fitting introduction to the exercises of the evening, I read to you the contents of the letter which I hold in my hand:

Mr. William R. Harper, President of the University of Chicago:

"MY DEAR SIR: I hereby give this building, fully furnished, and completely equipped, to the University of Chicago as a chemical laboratory, for the use of this and future generations.

"Trusting that the standard of education will be such as to command the respect, not only of this country, but of the civilized world, I am,

"Very truly yours,
"S. A. KENT."

"Chicago, January 1, 1894."

Mr. Kent in his modesty prefers in this simple way, rather than by a personal address, to conclude a transaction the magnitude and significance of which it is difficult for us to appreciate. With a stroke of the pen he has devoted to the cause of science, to the cause of one among many sciences, the sum of nearly a quarter of a million dollars. The most significant thing in connection with this magnificent gift is the time at which it was made. Two millions of dollars had been donated for endowment and land. For only one building, and that a dormitory, had at that time provision been made. The University in very truth was still on paper. Not a few good people, east and west, had given utterance to the opinion that perhaps, after all, the University of Chicago must begin as other institutions had begun, and secure only after many years the facilities for work of a university character. For five months there had been sowing of seed. Some of us had expected results at a date much earlier. The situation was fast becoming a painful one, and the question not infrequently arose: Will Chicago accept this University in the spirit in which it has been established, and rally to its support? Will the citizens of Chicago show their appreciation of the generous act performed for their city by a man living far away? One must believe that if the answer to these questions had been much longer delayed, it would have been a negative answer. It was just at this time of painful suspense that Mr. Kent came forward with his munificent proposal, and in a moment the question was answered. The University was to be the University of Chicago. Within a month another million dollars was given by Mr. Rockefeller for endowment, and within ninety days the citizens of Chicago had contributed more than a million dollars for additional buildings. In other words, within four months the resources of the University had been doubled. The connection between all this and the gift of Mr. Kent is so close as not to require explanation.

Hardly less significant were the growth and development of Mr. Kent's idea. At first one hundred thousand dollars had been considered a sum sufficient for the purpose. Before a definite conclusion had been reached, the sum was fixed at one hundred and fifty thousand dollars. When the contracts were made for the erection of the building, the sum designated was one hundred and eighty-two thousand dollars. When the bills came to be paid, including furnishings, the sum was two hundred and fifteen thousand dollars, and to this Mr. Kent most generously added an additional twenty thousand dollars for equipment, making in all two hundred and thirty-five thousand dollars. Everything was planned, and it was necessary to plan it upon a large scale. Mr. Kent would not in any case consent to the use of material that was not of the best. A system of ventilation, the most perfect ever introduced into a building, was provided, and so from month to month the work went on until today we have a finished and, let us hope, a perfect laboratory. In all this the standard was fixed for the other laboratories of the University. Had the Chemical Laboratory cost one hundred thousand dollars, the Physical Laboratory likewise would have cost one hundred thousand dollars. The Chemical

Laboratory, however, cost two hundred and thirty-five thousand dollars, and so the Physical Laboratory, when finished, will cost its donor two hundred and thirty thousand dollars. With such provision for the Departments of Physics and Chemistry, it followed naturally that Astronomy, when the subject was taken up, should be treated in a manner equally magnificent, and a sum even greater has been provided by another friend of the University for this, the oldest of sciences. . . . .

And now, representing the Trustees and faculties of the University, I accept from Mr. Kent this magnificent gift for the promotion of the cause of science, and I pledge him that every effort will be put forth to fulfil his wishes and to advance the interests of the cause to which he has made so noble a contribution.

The Convocation address was delivered by Professor, afterward President, Remsen of Johns Hopkins University the following evening on "The Chemical Laboratory." In this address and in the quarterly convocation statement of President Harper which followed, repeated references were made to Mr. Kent and the service he had rendered to the University and to science. Mr. Kent was present, and the recognition of him was warmly applauded. At the close of the President's statement Mr. Kent sent to him the following note which the President read to the audience:

If in any small measure the work of my life can contribute to the advancement of knowledge and the greater happiness of men; if this can be done in this city where my busy days have been spent and where my heart is; and if, as I believe, we who have aided in the work of erecting this great University, have helped to lay the foundations of what can never be destroyed, I feel in this work a pride and a happiness that have never been equaled in my life.

Mr. Kent crowned his beneficence by providing in his will a fund of fifty thousand dollars for the care of the laboratory.

When the raising of the million dollars in ninety days was begun Martin A. Ryerson was abroad. He was, however, kept informed of the progress of the undertaking. He was very deeply interested in its success and on June 13 sent the following cablegram from Paris:

Harper, University of Chicago, Chicago:

If the million is raised will contribute hundred and fifty thousand dollars for purpose I will designate.

RYERSON

On November 7, 1892, Mr. Ryerson sent to the trustees the following letter:

GENTLEMEN:

In making my subscription of one hundred and fifty thousand dollars to the million-dollar fund recently raised for the buildings and equipment of the University, I reserved the right to designate, among the purposes for which the fund was raised, the purpose to which my subscription should be applied. I now express to you my desire that my subscription be applied to the erection of a building to be used as a physical laboratory, and to be known as the "Ryerson Physical Laboratory," in memory of my father, the late Martin Ryerson, said building to be situated on the north side of, and facing south on the central quadrangle, east of Kent Chemical Hall. Trusting that this designation will meet with your approval.

Very respectfully yours,
MARTIN A. RYERSON

The father of the donor of the laboratory, Martin Ryerson, was one of the leading business men of Chicago, engaged in the great lumber industry. His business was established in Chicago in 1851 and grew to large proportions. He died in 1887, only three years prior to the founding of the University. When the laboratory was erected Mr. Ryerson placed in the main hall of the first floor a bronze tablet bearing this inscription:

PHYSICAL
LABORATORY
OF
THE UNIVERSITY OF CHICAGO
ERECTED IN MEMORY OF
MARTIN RYERSON
BY HIS SON
A.D. 1893

The cost of the laboratory was two hundred thousand, three hundred and seventy-one dollars. To this contribution Mr. Ryerson added the equipment and furniture of the building. For many years he continued to give a great many thousands of dollars for additional equipment, apparatus, and supplies, and to furnish Head Professor A. A. Michelson and his staff with material for their research work. Finished and occupied at the beginning of 1894, the laboratory was dedicated July 2, 1894. The formal

presentation and opening of the new laboratory was the crowning event of the Convocation week. Eminent physicists from other universities were present. The exercises of dedication were held in the evening. The entire building was open to the large number of friends who were present. In presenting the building Mr. Ryerson said:

Ladies and Gentlemen:

. . . . . .

We are living in an age of marvels, and the marvels of the science of today outstrip the marvels of the imagination of yesterday. We all feel that in the years to come there will be developments beyond our present comprehension. Hence when we see opened the doors of an institution equipped for high scientific investigation, we feel this sense of opportunity, and our interest is aroused, not so much by what strikes the vision or hearing, as by the hope and expectancy with which, in imagination, we look forward. . . . .

The University of Chicago naturally desires to be one of the leaders in the scientific progress of the world. It recognizes the importance of natural science as a field, not only for the instruction of its students, but also for the efforts of its investigators—hence this branch will always hold a high place in the institution. Of this the public must feel assured, for it has so happened that within a year three large buildings have been erected for the study of natural science. . . . .

As President of the Board of Trustees of the University, I have had occasion to learn that there prevails within that body a full appreciation of the opportunities and responsibilities of the future, and I have the utmost confidence in that future; at the same time, having by the erection of this building shown a special interest, which I deeply feel, in the cause of science, I may be permitted still further to show that interest by expressing the confident hope that the University of Chicago will always fully recognize the fact that all its instruction and all its investigation will be of little value unless they keep in view and tend to enlarge the higher ideals of life. It is even to this end that science should be cultivated. . . . .

It would be a poor service to mankind to render it incapable of fully appreciating the value of the imagination, to take out of life its poetry and its art. It would be a calamity to lessen its capacity for faith in the fundamental teachings of religion. Science will do neither. It will correct our errors and elevate, not destroy, our ideals. It will sweep away our unreasoning superstitions, but it will at the same time increase our admiration and veneration for the great First Cause of all the wonders it discloses, and, by doing its important part in the development of the human intellect, add to the capacity of the human race for a higher moral and intellectual life. . . . .

RYERSON PHYSICAL LABORATORY

Gentlemen of the Board of Trustees of the University of Chicago, I now tender to you the Ryerson Physical Laboratory, to be the property of the University of Chicago and to be used for the purposes which its name indicates. It is my intention to place upon its walls a tablet suitably recording the fact that it was erected in memory of my father, Martin Ryerson, a man who, in the struggle to overcome the material difficulties of life, found intellectual growth, and developed a tender thoughtfulness for the welfare of his fellowmen. I hope this Laboratory will make a record worthy of his honorable and useful career. . . . .

I have only to add that I value highly the opportunity which I have had to aid in the advancement of the great science of Physics, and at the same time erect a useful and lasting monument to one whose memory I cherish.

In accepting the Laboratory on behalf of the University, President Harper said:

Mr. Ryerson and Friends of the University:

On behalf of the Trustees of the University I accept the magnificent gift which you now formally transfer to us. On behalf of the Trustees, the Department of Physics, the University in all of its Departments, I thank you for a gift which will advance the cause of science and thereby uplift the human race. Representing the authorities of the University, I publicly promise you that the building provided by your generosity shall be devoted to the uses which you have designated, and to these uses only. I further pledge you that, in view of this magnificent act on your part, the University will in every way cherish the Department of Physics, and most earnestly seek to develop it for the purposes of research and instruction. . . . .

The Laboratory was completed January 1, 1894. In the design and construction of this building no element of utility has been omitted, and every effort has been made to include all the desirable features of a first-class physical laboratory. The walls and floors are strong and heavy; the laboratories on the first floor are provided with piers of masonry in addition to the heavy slate wall-shelves which are found throughout the building. Every laboratory is provided with gas for light or fuel, electricity for light and power, water, compressed air, and vacuum pipes. The laboratories are also equipped with a system of heating apparatus which may be used as a direct or indirect system, and is controlled automatically by the most approved form of temperature regulators. Ducts and channels have been provided between the walls and in the floors, so that pipes or wires may be laid from one part of the building to another without difficulty. . . . .

There may be larger laboratories. There may be one or two that have cost more money; but there is not one which contains as little waste room or as much working space, or that is provided with as many useful conveniences

as the Ryerson Physical Laboratory. It is intended that the Laboratory and its equipment shall be for work and not for exhibition purposes. . . . .

If the Laboratory were the only thing Mr. Ryerson had given the University, he would have placed us under obligations from which we could never have released ourselves; but he has given us much more—not only an additional sum of money amounting to nearly $150,000, but also time and thought, advice and direction which no money could have purchased. For all this I wish, at this time, from the bottom of my heart to thank him. No man can estimate what he has done for the University, what he has been to the University. . . . .

Although that is another story, it must be added here, that sixteen years later, on July 26, 1910, Mr. Ryerson informed the Trustees that "on account of the progress of the science of physics, and because it was evident that the demands upon the laboratory space will soon exceed its capacity," he proposed to make improvements in the building and in its equipment, and to erect and equip an annex. All this was done at an expense to Mr. Ryerson of about two hundred thousand dollars, giving the University an ideal provision for the Department of Physics. From the beginning Mr. Ryerson took a deep and intelligent personal interest in the remarkable research work of the department, and whenever funds were needed beyond the provision the University was able to make, was accustomed to send his check to the treasury for five thousand dollars, the money to be expended for the department. In building the annex, and at the same time adding very largely to the equipment of the department with the most recent apparatus, Mr. Ryerson was entirely self-moved, impelled only by his knowledge of the needs of the department.

One more building belongs to this earlier period. For a number of years the President lived in a rented house on Blackstone (then Washington) Avenue. It was three-quarters of a mile from the University, and the Trustees felt that the President should have a permanent home on the grounds of the University. They therefore purchased lots on the northeast corner of University Avenue and Fifty-ninth Street, and in 1895 built the President's House at a cost of forty thousand dollars, from designs of Henry Ives Cobb.

At the time of its completion, less than four years had passed since the turning of the first furrow for the foundations of the

first building of the new University. In this brief period of thirty-one months thirteen buildings had been erected. They had cost, with their equipment and furniture, about fourteen hundred and fifty thousand dollars. It must be said that this vast expenditure, in so short a time, had involved the new institution in debt. But it should also be said that this was not owing to any lack of liberality on the part of those who had so freely given their money, but to the extraordinary expansion in the scope of the institution's work and plans, and to the apparent impossibility of keeping the ultimate cost of the buildings within the estimates. Happily for the young University, efforts were already under way to remove this peril which threatened its future.

CHAPTER IX

THE FIRST YEAR

The first day of October, 1892, that great day so long anticipated, in preparation for which so many plans had been made and so many labors performed, the day on which the doors of the University were to be opened for receiving students and beginning that work of investigation and instruction which it was hoped would end only with the end of time—that great day was drawing near. President Judson, writing of it, says:

> The night before I spent working with Dr. Harper on the details of the opening until about midnight at his house. When we had finished he threw himself back on the sofa and said, "I wonder if there will be a single student there tomorrow!" Of course we had been having interviews with students for weeks; still he didn't feel sure that anybody would appear.

The last item in the work of preparation for the opening day had been done, and the President could not but be anxious as to the outcome.

Much thought had been given to the question of the opening exercises. There must be such exercises. There would be a first day, and on that day something would be done. What should it be? Was not a celebration of some sort the fitting opening for so important a work? The President and Trustees had given this question much consideration. On May 7, 1892, President Harper wrote the following letter to Mr. Rockefeller:

> I wonder whether you remember a promise given me at Cleveland, that, at the opening of the University, you would come to Chicago and attend the exercises. The time is approaching when the arrangements for such exercises ought to be made, if made at all. After careful consideration I have proposed to our Board of Trustees that they hold no opening exercises; that the work of the University begin October 1 as if it were the continuation of a work which had been conducted for a thousand years. I find that the majority of the Board are not in favor of this plan, and, of course, I gladly yield to their wishes. They, on the other hand, are very anxious to know what would be pleasing to you. They realize the great debt of gratitude due to you for your many and magnificent donations. They recognize your deep and personal

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interest in the University. They feel that the question ought not to be decided one way or the other without consulting you. I venture, therefore, to trouble you to give the matter at least a passing thought, and, if it is in accordance with your judgment, to indicate to me what, under all the circumstances, seems to you to be the proper thing. No one can deny that the day of opening will be a day of great importance in the history of American education. Our gentlemen argue that such a day ought to be properly celebrated, and though personally I am opposed to display and ceremony, I realize the fact that it is a great event. Sincerely hoping that you will give the matter at least a moment of your time for consideration, I remain . . . .

Mr. Rockefeller gave this request much more than a moment's consideration. It opened up, quite incidentally, and, on President Harper's part, quite unconsciously, a matter which seemed to Mr. Rockefeller of the first importance and gave him the opportunity which he had evidently been waiting for to express himself on the subject explicitly and once for all. The question of the opening exercises was, in his mind, wholly unimportant compared with it. He advised against any formal opening ceremonies and thought it would in any case "be hardly possible for him to attend." Mr. Gates had by this time come into very close relations with Mr. Rockefeller and to him he now committed the message he wished to send to President Harper and the Trustees. Before it was sent it was read and approved by Mr. Rockefeller. What Mr. Gates refers to as a "prefatory word" was, in fact, a message to the Trustees of much significance. Mr. Gates wrote on May 13, 1892, to President Harper saying among other things:

A prefatory word regarding his [Mr. Rockefeller's] counsel in general. While he is, of course, closely interested in the conduct of the institution, he has refrained from making suggestions, and would prefer in general not to take an active part in the counsels of the management. He prefers to rest the whole weight of the management on the shoulders of the proper officers. Donors can be certain that their gifts will be preserved and made continuously and largely useful, after their own voices can be no longer heard, only in so far as they see wisdom and skill in the management, quite independently of themselves, now. No management can gain skill except as it exercises its functions independently, with the privilege of making errors and the authority to correct them. The only way to assure a wise management during the whole future of the institution is to continue the method employed hitherto in the selection of members of the Board, which is to make the most careful, the nicest possible choice of new men to fill necessary vacancies, as they shall

from time to time occur, and so keep the Board at all times up to the highest point of skill and efficiency. . . . . You will understand that I have tried to give accurately Mr. Rockefeller's views, as he expressed them a day or two ago, without any admixture of my own.

Upon the basis of the views here set forth Mr. Rockefeller's relations with the University of Chicago were maintained from the beginning to the end. His advice was sometimes asked, but it was rarely given. It has been said before that he never suggested the appointment of an instructor. It may here be added that he never interfered, in the slightest degree, with questions of instruction, or so much as knew anything about the retention or dismissal of instructors. There was indeed one question on which the views of Mr. Rockefeller were well known from the beginning. On that question his advice was available whenever wanted. It was that the University should gauge its expenditures by its assured income; that it should never launch out into new expenses until it had secured beforehand, from himself or from someone else, assurances that would provide for the obligations incurred. Beyond this he would not go. On other questions the Trustees acted, so far as Mr. Rockefeller was concerned, perforce, on their own judgment.

Mr. Gates concluded his letter by saying: "Mr. Rockefeller's judgment is, on the whole, against a formal public opening." The Trustees finally coincided with this view, and as unpretentious an opening as possible was decided on. In speaking of those days President Judson writes:

> We were anxious to have the opening day so planned in advance that everything would move as if the University had been in session ten years. That actually is what occurred. At half-past eight the bells sounded, the professors were in their classrooms, notices of the classes had been posted on the bulletin boards, the classes were in their places, and the exercises proceeded smoothly throughout the morning. The recitation building, Cobb Hall, was not fully completed, and students passed under scaffolding to enter the classrooms. Workmen still lingered in the building on finishing jobs. There was some noise, but the work of the various classes proceeded as if all that were a matter of course. There was one exercise of a somewhat public nature, and that was the first chapel assembly.

The chapel was a room occupying the northern portion of the first floor of Cobb Hall. It seated several hundred. In this room,

after the morning classes, at 12:30 o'clock, members of the University, faculties, Trustees and students, with some friends, assembled.

With a fine perception of what was appropriate and what alone could adequately express the emotions of many present, President Harper opened the exercises by saying, "We will sing the doxology, 'Praise God from whom all blessings flow.'" He then led the assembly in the Lord's Prayer, and announced the hymn, "Nearer, my God, to Thee." Following the hymn, the President still leading, part of the ninety-fifth Psalm was read responsively, "O come let us sing unto the Lord," and the hymn, "Oh, could I speak the matchless worth," was sung. Dean Judson then read parts of the first chapter of Genesis and of the first chapter of John, and verses 4 to 8 of the fourth chapter of Philippians. Prayer was offered by Professor Galusha Anderson, formerly president of the Old University. "Hail to the Lord's Anointed" was sung, a notice or two given, and the benediction was pronounced by Dean Hulbert of the Divinity School. Thus simple were the exercises of that really great occasion. No addresses, no speaking of any sort, a few selections of Scripture, hymns and prayers—this was all. At the October opening of every year for the quarter-century covered by this volume substantially the same program, in all its simplicity, was repeated. It was known as the Commemorative Chapel Assembly.

On the opening day Mr. Rockefeller sent the following telegram to President Harper:

> I have much pleasure in congratulating you and your associates on the auspicious opening of the Chicago University this day. I greatly appreciate all that you and our many friends have done and I hope and believe that our highest ideals of usefulness for the University will be fully realized. I regret not to do myself the honor of being present on this occasion.

The two men on the ground who had been most deeply concerned in the preliminary work, culminating on the opening day, naturally wrote to their colaborer, Mr. Gates, and their views and feelings may be of interest. President Harper wrote:

> The University has at last opened. The recitations began at 8:30 Saturday morning. On account of the number of students it was necessary to continue matriculation until Saturday at 5:00 o'clock. At 12:30 the first

chapel exercises were held. There sat upon the platform with myself Drs. Hulbert and Anderson, Mrs. Palmer and Professor Judson. . . . . All pronounced the service a very impressive one. The hall was more than crowded. The professors sat in a portion of the room set apart for them and made a magnificent showing. A large number of the Board of Trustees were present. At the close of the exercises the Board of Trustees lunched in the University Commons, and held a Board meeting in the afternoon of two hours. At 4:30 the first meeting of the University Faculty was held. . . . . Today [Sunday] the first public lecture was given in the University chapel by myself on the Book of Job, and tonight we have opened the University Extension Work by beginning a course on the literary study of the Bible, by Moulton. The number of matriculants at 5:00 o'clock yesterday was five hundred and forty. Of this number about one hundred and thirty-eight were graduate students. This certainly is as satisfactory as anything which could be wished. The number of men admitted to the undergraduate department is at present over two hundred and fifty. Everybody seems in good spirits. . . . . The regular grind begins tomorrow. The days of dreaming are passed and now real action begins.

The letter of Mr. Goodspeed was written on the same day, October 2:

The above date calls up many memories. Yesterday, when the first chapel service began, the three years and four months of preliminary work, with its struggles, hopes, and fears came before me so vividly that I could not restrain tears of joy and gratitude. No one but Dr. Harper could have felt the full significance of the hour as I did. . . . . The long period of waiting, the preliminary work, these were ended. They were behind us. Our dreams had materialized. Our hopes were realized. It was a great moment in my life. . . . . Dr. Harper, has, of course, been overwhelmed. Judson and Abbott have been nearly worked to death. Mrs. Palmer looked yesterday as though she hadn't slept for a week. In this state of affairs the reporters have found it well-nigh impossible to find anyone who could talk with them. My son Charles has been their mainstay. It has been a pure delight to him to fill them full of all the knowledge he has on the University. . . . . You ought to have been here to witness the scenes on the campus and in the buildings. What with workmen, professors, students, and visitors, there have been a thousand people there every day. It looked like chaos come again, pandemonium broken loose. Yet every man knew just what he had to do and was doing it as though he were the only man on the ground. And so, slowly but surely, order was evolved and everything was at last ready for the opening day. There are yet a few finishing touches to be put on the buildings, but the University work will go right on. The buildings we have rented for the scientific departments will not be fully ready for two weeks, and so

Professor Chamberlin started out with his class in Geology yesterday afternoon for field work in the country.

The first of the University ruling bodies to meet was the Council which held its first meeting in the Faculty Room in Cobb Hall at 12:00 M. on Monday, September 26, five days before the University opened. The next was the Faculty of Arts, Literature, and Science, which met on the opening day. At the close of this meeting the President expressed the hope that the time would come when the Junior (then called the Academic) College work would be transferred to some other place, and "the higher work be given all our strength on this campus." This was from the beginning a favorite idea with President Harper. It was with this hope in view that in the educational plan he had divided the four-year college course, not into four classes, but into two colleges, now known as the Junior and Senior Colleges. For the first quarter-century the hope of the President was not realized. The Junior College received as much attention as the Senior, and the two flourished together. The students on their part always showed a strong tendency to revert to the time-honored nomenclature and called themselves Freshmen, Sophomores, Juniors, and Seniors, and had their class organizations and class officers.

There were in the faculty of the first year one hundred and twenty members. Of these thirteen were head professors, one of them, Mr. Michelson, spending the year abroad. There were twenty-one professors, one of them, J. R. Boise, of the Divinity School, emeritus, and three non-resident, these latter being expected to deliver one or more courses of lectures. C. R. Van Hise, later President of the University of Wisconsin, was a non-resident professor of geology. Of associate professors there were sixteen and of assistant professors twenty-seven. There were fifteen instructors, nine tutors, four assistants, seven readers, and nine docents. Omitting the professor emeritus, there were one hundred and twenty active members of the staff. In addition there were seven University Extension lecturers, engaged to give one or more courses of lectures. There were sixty-one "fellows", some of whom gave more or less instruction. Nearly a score of these first-year "fellows" later received

appointments on the faculty, several of them reaching the rank of professor. The total number of University students the first quarter was five hundred and ninety-four excluding duplications. There were one hundred and eighty-two in the Divinity School, one hundred and sixty-six in the Graduate Schools, and two hundred and seventy-six in the undergraduate departments. In the Academy at Morgan Park there were ninety-nine boys and girls. Thus began the work of the University of Chicago, having perhaps greater resources, a more numerous faculty, and a greater body of students than any similar institution ever began with before.

Everything was new and everything was incomplete. The site had received much attention from Daniel L. Shorey, one of the Trustees, but in large part was still in its natural state. The western side was flat, but dry and covered with young oaks. The southeast quarter was like it. But these two sides were separated by low ground which was a morass in the spring, being lowest just east of where Haskell later stood, and here there was standing water for much of the year. There were a few board walks, but only a few. There was no gymnasium for Mr. Stagg's athletes, and no building for what was already a great library. Fortunately the departmental libraries in connection with the group of lecture rooms of each department compensated in some measure for the lack of a general library. A gymnasium and library building, temporary in construction, was under way and became available at the end of the first quarter. This building, poor and unsightly as it was, was an invaluable addition to the facilities of the institution. Half a dozen other buildings, the Kent Chemical Laboratory, the Walker Museum, Foster, Kelly, Beecher, and Snell dormitories, were being constructed and the campus was covered with piles of earth, and with brick, stone, iron, lumber, every kind of building material, and swarming with workmen as well as with young men and women going to and from their recitations. The professors made their way about as well as they could, dodging teams, avoiding derricks, but rejoicing in the promise of increased facilities. They needed these badly. The scientific departments had none whatever on the campus. A four-story brick building on the southwest corner of Fifty-fifth

Street and University Avenue, divided into store rooms below and apartments for flat-dwellers above, had been rented for them, and into these narrow quarters the biological departments and Physics, Chemistry, and Geology were crowded, and here they tried to do their work through the whole of the first year. As one of the professors said at the laying of the cornerstones of the four biological laboratories: "Our earlier days in the University were spent in the garrets and kitchens of a tenement house." But somehow the departments were housed, and the great enterprise was got under way.

The Faculty Room in the south end of the first floor of Cobb Hall was also the President's office. Here the various faculties, the Council, and the Senate held their meetings. Of these there were fifty-three during the first year, which was a short one, having no Summer Quarter. Writing of this first year and of the meetings in this first Faculty Room, Professor F. W. Shepardson says:

> It is easy to imagine the many ideas and theories in the minds of members of the faculty. They were gathered from all parts of the country. [Some also came from foreign lands.] They represented many notions of college education. Their minds were active with ideas of what they hoped to accomplish in the new institution. Without a centralizing power such a condition of things might have resulted in much friction and internal disorder, but the University had this centralizing force in the person of William Rainey Harper. . . . . His qualities of leadership were notable. He was a born commander. He had a tireless energy, which never flagged. He led always, never asking anyone to do a work which he was not willing to share. He had a method of approach to an individual which called forth the highest qualities within him. . . . . At the east end of the room the President had a large roll-top desk of natural-colored oak, and against this stretching away toward the west was a long oak table, which filled the center of the room. Around this the faculty meetings were held for a number of years. . . . . It was in this Faculty Room, in conferences of various kinds, that the spirit of the University of Chicago was created under the matchless leadership of President Harper. From this room many a man went forth keyed up to a high pitch and filled with enthusiastic determination to prove his ability to the leader who expected so much from him. As faculty meetings broke up the enthusiasm of the instructors was often notable.

It was because of this inspiring leadership and because of the personal relationship which was established between each member of the Faculty and its official head,

the President, that the first year saw the birth of that spirit of unity which continued to characterize all the various faculties and bound them together into that enduring and genuine co-operative harmony which has led the way to the University's large success.

The opening released at once activities of every sort. The intellectual life of the University in all its departments began immediately to assume definite form. During the first quarter departmental clubs began to be established, and before the end of the year there were fifteen or more. The President had led these departmental clubs to join together and form the University Union, which was expected to hold a public meeting about the middle of each quarter. The President expected the students, through the University Union, "to come into relation with the outside world." The departmental clubs developed naturally out of the needs of the graduate departments and endured. The University Union was artificial, met no real need, and soon disappeared.

In the first Convocation Address President Harper said, "The religious life has likewise shaped itself and the Christian Union, open to every member of the University, whatever his faith or creed, has begun its work." The program of the Christian Union was an ambitious one, including "a Sunday afternoon course of Bible-study, a Sunday evening service of worship, philanthropic work, such as can be conducted by students, and still other forms of religious activity, each under the charge of a separate committee." The Christian Union survived, but not as originally organized. It was superimposed upon the student life from above, instead of springing up spontaneously from the student body, and the religious life of the students never expressed itself through the Christian Union. It was too inclusive to permit this. But, in originating and sustaining the University Settlement and in other ways, it served high purposes.

The professors also organized during the first year the Philological Society. All persons giving instruction in the University, in any of the languages, were eligible to membership. This society also survived and flourished.

Social life began early for the professors. The Gentlemen's Social Union of the Hyde Park Presbyterian Church held a Uni-

versity evening on October 11, and all the members of the faculty were invited. On November 1 the Baptist Social Union gave a reception to the professors in the Grand Pacific Hotel and greeted them with a great attendance. On November 18 the Trustees entertained the faculty in Cobb Hall. Commenting on the affair, the *University of Chicago Weekly* said:

> The feature of the occasion was the costume of the professors and fellows. They wore the cap and gown. Some of the solid citizens didn't know what to make of the rig. . . . . But there is no denying that the general impression given by the Oxford outfits was very good. The reception lasted until eleven o'clock. The arriving and departing guests could not have failed to notice the brilliant appearance of Cobb Hall and the dormitories. Eight hundred and eighty-eight windows were ablaze with light and not a shade was down. It is impossible to give a detailed list of those present, but they certainly were a representative body of the learning and culture and wealth of Chicago and the West.

The student activities of the first year may perhaps be said to have begun with their registration and matriculation. Desiring to enter the University, the student first registered an application card with the Examiner. He then, if he had the money in his pocket, sought the Registrar's office and paying five dollars received a matriculation card. Application cards began to be filed in August and a good many were made out before the opening day. The first matriculation cards, however, showing that the student had paid the fee and was a member of the University, were not issued until Monday, October 3, two days after the opening. The application cards and the matriculation cards were then arbitrarily numbered to agree with each other. It thus happens that the question as to who was the first student to enter the University of Chicago can never be settled. According to F. J. Gurney, the Assistant Recorder for many years, the most that can be said is that the first twenty matriculation numbers assigned in the University were as follows:

No.	Name	Classification
1	Theodore Elias De Butts	Graduate
2	Joseph Leiser	College
3	William Bishop Owen	Graduate
4	George Gerard Tunell	Graduate
5	George Eustis Robertson	Unclassified

No.	Name	Classification
6	Charles William Cabeen	Graduate
7	Frederick Ives Carpenter	Graduate
8	Elkanah Hulley	Graduate
9	James Wallace Cabeen	Divinity
10	William Edgar Taylor	Graduate
11	Napoleon Bonaparte Heller	Graduate
12	George A. Sorrick	Graduate
13	Herbert B. Hutchins	Graduate
14	Paul Oskar Kern	Graduate
15	Theodore Gerald Soares	Graduate
16	Frank Hall Colyer	College
17	Elias W. Kelly	Graduate
18	Henry C. Mix	College
19	Hester Jane Coddington	College
20	James Westfall Thompson	Graduate

It will be noted that fourteen of these were graduate students. Five of the fourteen later became professors in the University: Messrs. Owen, Carpenter, Kern, Soares, and Thompson. The first student to reach the campus and occupy a room was Abraham Bowers.

But almost or quite as early as this student activity displayed in finding entrance was that of the University newspaper men. They began to confer with the President long before the opening, and found that the establishment of a college paper was one of his cherished plans. Negotiations, therefore, were easy, and the first of the college papers appeared, some days before the opening, though dated October 1, 1892, under the name, *University of Chicago Weekly*, a most creditable paper with E. M. Foster as editor and W. F. Durno as business manager.

But should the new University have only a weekly paper? Should its public be without University news six days in the week? This would never do, and on October 17, appeared the initial number of the *University News*, a four-page daily, with Howard Roosa, John G. Fryer, and Gertrude L. Cobb as editors. The ground for a daily and weekly was thus occupied early, but the door for a monthly was still wide open. This open door was entered in December, 1892, by the *Arena*. The University was now fully equipped with student publications. But, alas, there were neither

advertisers nor readers enough to sustain three publications. The *Arena* appeared but twice. The *University News* continued until April 19, 1893, when it suspended publication. The *Weekly* held on its way, triumphantly. H. L. Burr and H. C. Murphy became the editors and C. H. Gallion, business manager, and at the end of the year in June, they were able to say: "Since the present editors took control the paper has been enlarged twice and the subscription list has been more than doubled." When the *University News* suspended, the *Weekly* paid it a generous tribute and moved into its office in Cobb Hall! While these papers served the University well during the first year it must be confessed that they did not escape the carelessness in proofreading which characterized also their journalistic successors.

The American Colleges may well say: "The Greek-letter societies we have always with us." It was so with the University. At the first meeting of the faculty on October 1, 1892, the first item of business had to do with them. The records of the faculty open thus:

> (1) The President gave a brief address upon some "special points for consideration." (2) Mr. Howland moved that under the restrictions named by the President the secret societies be permitted in the University. (3) On motion of Mr. Laughlin this matter was committed to a committee for consideration. The President named on this committee, Messrs. Judson, Hale, Small, Tufts, and Stagg.

The two following meetings were given up to the consideration of the same subject, and the two next following were largely devoted to it. The question on the part of the students became urgent. The faculty finally became reconciled to the establishment of chapters under certain restrictions, but declined to make any formal recommendation to the Trustees. These gentlemen, therefore, took the matter up, and their consideration of it resulted speedily in the following action:

> 1. That the policy of regulation be adopted.
>
> 2. That the chapters organized be required to submit their house rules to the faculty for approval.
>
> 3. That one of the conditions of the admission of societies be that each appoint a representative with whom the faculty may confer.

4. That the University reserves the right to withdraw from chapters permission to exist in the University.

5. That students in the first year of the Academic College be not permitted to connect themselves with secret societies.

6. That the faculty be authorized to add any regulations, not inconsistent with the above, which they think wise.

It was later enacted that first-year students of the Academic College might connect themselves with the societies after one quarter of residence instead of one year. Recalling the fraternity situation in that first year, Professor Soares, at that time a graduate student, writes as follows:

When the Old University of Chicago closed its doors, there were a number of college fraternities whose chapters went into abeyance. At the opening of the new University, therefore, the old members of these chapters were very anxious to renew their life. In addition, there were, in the faculty and among the graduate students of the University, members of all the principal fraternities in the country, and many of these were most anxious to secure charters and establish chapters in the institution which everybody thought would be one of the most significant in the land. . . . . I can only speak in detail upon the movements of my own fraternity, though I have the impression that the members of other fraternities were taking steps similar to ours. As an official member of the governing body, I was charged with the duty of securing desirable members for the reorganization of the chapter, which had existed in the Old University. In conjunction with my friends from Minnesota and with the alumni in Chicago, I secured a small group of young men and we were ready for initiation. On the very day the initiation was to be held, Professor Judson sent for me and asked me, in the name of the President, to delay action, as the University desired to make some definite suggestions. There was, of course, nothing for me to do but to comply with this request. I might say, incidentally, that on account of this delay, Phi Kappa Psi lost the opportunity of being the first to be organized in the new University. Shortly after this an announcement was made that President Harper would give the opinion of the authorities upon the subject of fraternities at a public meeting to which all the members of the University were invited. The meeting was held in the assembly room of Cobb Hall. At the request of the *University News* I made a stenographic report of Dr. Harper's speech, which was published in the ensuing issue.

President Harper's talk to the students was made on Friday evening, November 11, 1892. It was a long address and the occasion was felt to be important. Almost the entire student body assembled to hear what the President had to say. He began with

a characteristic declaration for academic freedom. "I shall probably say many things with which many of you will not agree, but it is the highest privilege of either a professor or a student in a university to say what he thinks." He strongly urged the organization of literary and debating clubs and the cultivation of the power of public speech. After speaking of the organization of the University Union, of which he had great hopes, destined to disappointment, he unfolded the plan of the quarterly Convocation, then a most novel conception with its oration by a single speaker instead of a series of addresses by members of the graduating class. He communicated to the students the action of the Trustees permitting the organization of chapters of secret societies and the regulations, quoted above, under which they would be authorized. The President next spoke of the various buildings, and particularly of his hope of a Commons building. The discontent with the Commons in the basement of the dormitories was apparently making itself heard, and the President now made this announcement:

> The entire department of the Commons is now to be transferred to you. You may not care to assume the burden, but it is yours, and you cannot relieve yourselves of it. . . . . At the earliest possible moment, therefore, the University will transfer to you the management of the Commons.

The President informed the students that a plan covering absences from class had been formulated by the Council:

> Absence for any reason incurs loss. No excuses will be asked for or granted, and if at the end of the year a man has charged against him thirty absences he will be required to take an extra minor to cover them. If there are only twenty-nine absences, nothing will be said about them.

The President then made the following announcement, which accorded with a cherished view of his, as to the policy of the University.

> I am sure that I say nothing that will hurt the feelings of the undergraduates when I say that the University of Chicago is to stand for graduate work, first in the Graduate School and the Divinity School, and when the Medical School and Law School come to be established, I shall be surprised if they admit any but graduates.

In conclusion the President urged the importance of the closest fellowship between the students in every department and the

instructors. "We are here not a college, but a university, and as such this should be our motto: 'High ideals of scholarship, and in connection with it and for the sake of it, good fellowship.'" (Applause.) Yes, they applauded. There were nearly twice as many graduates as undergraduates. However, not undergraduate students only, but multitudes of others wanted to see grow up along with great graduate and professional schools, a flourishing and numerous undergraduate department. And the necessities of the situation and the logic of events were too much for the theories of the President. All that he hoped as to the strength of the graduate work, and more, was realized, but nothing could stop the growth of the colleges, and the two departments flourished together, both receiving the care they demanded.

The year 1892 saw a presidential campaign and election. The young American citizens in the University were politicians as well as students. Political clubs were therefore organized. The young Republicans were first in the field, followed by the Independents, the Prohibitionists, and the Democrats. Political feeling ran high. On the day of the national election a vote was taken in Cobb Hall, not for presidential candidates, but on the question, "Which party platform presents the embodiment of principles which would best promote the progress of our country?" The result of the ballot was a surprise: Republicans, 151; Democrats, 52; Prohibitionists, 164; People's Party, 3; Socialist, 1. The Republicans and Democrats were much dissatisfied and declared that the Prohibitionists, by hard work, had brought out their full vote, while *they* had not exerted themselves, and insisted that the political status of the University was still unfixed. In this vote the University introduced woman suffrage, the only qualification for voting being membership in the University. The political interest of the year also found expression in the creation by the clubs of a House of Representatives with Mr. Judson as the first chairman. The public welfare was put into the hands of thirty-five committees. Numberless bills were introduced, one of them providing for the election of United States Senators by direct vote of the people. The Electoral College having failed to choose a President the election was thrown into the House. It was an

occasion of tremendous excitement. The session finally ended in confusion. At the succeeding session, however, Chairman Judson announced that Professor Butler had been elected President of the United States of the University of Chicago. The House of Representatives was a feature in the life of the first year.

The year being one of beginnings, someone was continually starting something. In addition to the departmental clubs there were more than twenty societies, clubs, associations, bands, choruses, and companies organized. The first month saw the birth of the Volunteer Mission Band, the Missionary Society, the Dilettante Club, a literary club of men and women instructors and students, the Glee Club, and the University Chorus. In November the University College Association, the Freshman Class, the Sophomore Class, the Students' Express Company, and the Young Men's and the Young Women's Christian Associations entered the arena. In the same month the women graduate students, with a prophetic vision of the new opportunities and duties the still distant "votes for women" would open to them, organized the Parliamentary Law Club, "to familiarize its members with the proper mode of procedure in public meetings." In December the Freshmen and Sophomores thought better of it—or worse—and merged into the Academic College Association. And so the good work went on, graduates of colleges forming alumni clubs, lovers of games uniting in chess and checker clubs, those ambitious to speak well organizing the Oratorical Society, and the undergraduates ambitious to write well, the Athenaeum Literary Society. On an average, at least one new club or society was organized each week, as fifteen departmental clubs must be added to the twenty or more of other sorts.

There were other activities in bewildering variety. Mr. Stagg got his work under way the week after the University opened. The athletic work was organized under the following familiar terms: football, baseball, track athletics, tennis, and basketball. Football practice began on the day the University opened. Mr. Stagg called his prospective warriors together in Washington Park and began to teach them the game. A week later the team played Hyde Park High School and won, 12–0. During the

succeeding two weeks it won five more games from high school and Y.M.C.A. teams. There were only fourteen players and Mr. Stagg himself was compelled to play to keep his squad full. On October 22 the team ventured to tackle someone its own size, and the first college game was played with Northwestern. It was a tie game. Neither team scored. Eleven days later the two teams met again. Feeling ran high. In those primitive days guying the opposing players was somewhat freely indulged in. Northwestern had a giant, who, ploughing through Chicago's line for dangerous gains, became very obnoxious to the Midway fans. On his making an especially long run, therefore, someone called out, "Oh, well, he can't read, but he's in the School of Oratory." This, however, did not stop him, and Northwestern won, 6–4. Five more college games were played. Lake Forest was tied, 18–18. Michigan won, 18–10. Purdue overwhelmed Chicago, 38–0. On November 15 the team won its first, and, for that year, its only college victory, winning from Illinois, 10–4, but on Thanksgiving Day Illinois avenged itself by a victory, 28–12. Football was a new game to many in the West in 1892. The University had no field. Notwithstanding all the drawbacks football commanded instant favor and at once awakened the interest and enthusiasm of the students and faculty and the public. But football could not be played without a college yell with which to cheer the team. A general invitation to the University for a "yell" brought out more than one, but the one that fairly earned the title of the Chicago yell was proposed at the very outset, and most happily, by Mr. Stagg himself:

Chi-ca-go, Chi-ca-go,
Chi-ca-go—Go!
Go Chi-ca, Go Chi-ca
Go Chi-ca-go.

Like other college yells this was soon carried round the world. During this year Mr. Field gave the use of ground north of Fifty-seventh Street and east of Ellis Avenue for the University games, and it became famous as Marshall Field. Football preceded tennis by a few days only. The tennis players started early and the first tournament was held in October. This was followed by indoor games in the gymnasium during the winter, two tournaments

being held to decide the championship of the University. Although there were no courts on the campus the followers of the sport got out early in the spring, doing their playing where they could. Four courts were begun, however, by the authorities and the Tennis Association was organized in June, 1893, to maintain and manage them.

The temporary gymnasium was finished in December, 1892, and eager candidates for basket-ball began to appear. The first team was organized in March and the games awakened great interest.

In April the first track team got together, though there had already been track practice and contests on the new running track of the gymnasium.

It was to be expected, from Mr. Stagg's fame as a pitcher, that the boys would be eager for baseball under his leadership. The nine was organized in April and played fourteen games, ten of them with college teams. Of these ten Chicago won seven. In the disorganized state of western college athletics, no objection was made to the playing of Mr. Stagg. It was understood that the new University was just beginning its athletics. The conditions prevailing were described in an early song called "1893," by Steigmeyer, '97:

> Then Stagg was catcher, pitcher, coach, shortstop, and halfback, too;
> For in those days of "Auld lang syne" our good athletes were few.

The final baseball game was played in June, during Convocation week, and was especially noteworthy because it marked the dedication of the new Athletic Field, a victory of 8–3 over the University of Virginia and the triumphant close of the first baseball season.

In those days bicycle races were a recognized part of intercollegiate contests, and in January of the first year the University Cycling Club was organized and developed some champion cyclists "for the glory of the U. of C."

When the author of "1893," quoted above, perpetrated the following verse, he not only uttered a gross libel but falsified history:

> Oh, the girls were mostly twenty-eight, and after Ph.D.'s.
> They took four hours in those old days; there were no extra fees,
> And the men were mostly married, which proved a great hoo-doo
> To all society events. What could the poor girls do?

It is true that a little more than half the students were theological students and graduates, but they were a very human, genial, social crowd. Receptions abounded from the very beginning—receptions in Cobb, in the Beatrice, in the President's house, which was then on Washington, now Blackstone, Avenue. There were receptions for the college classes, from the Freshmen up, for the graduates, for the theologues, for the professors, for the wives of the professors and students. There were parties and sleigh rides. Every meeting of the forty clubs was a social event. The one great meeting of the University Union closed with a promenade concert in Cobb Assembly Room when the whole University gathered.

A few days later came Washington's Birthday. A great audience heard Dr. F. W. Gunsaulus in the morning in the gymnasium. In the afternoon was held the Washington Seminar. It was one of the most interesting social events of the year. To most of the graduate students the Seminar which the professors had brought with them from the universities which had imported it from Europe, was a somewhat new institution, and it seemed to offer a fine subject for humorous treatment. This was not so apparent to President Harper, but he was not without a sense of humor, and gave the frolicsome graduates permission to work their will on his favorite device for advanced research. The graduate students felt the responsibility resting upon them and rose to the occasion. The Washington Seminar was under the guidance of Mr. Stagg, who, loaded down with scholastic degrees, represented the experienced scholar and took off most successfully some of the foibles and peculiarities of the leading professors. The principal paper was presented by Myra Reynolds, later herself a professor. In a most masterly way she proved that Washington was a sun myth. There was an interesting, humorous, and learned discussion, closed by an eloquent argument for the Washington of our childhood from T. G. Soares, in later years also a professor. A banquet in Cobb Hall in the evening gave a festive ending to a great day.

Most of the recitations being held in Cobb the students were thrown together in its halls several times daily, and these large assemblages of young people were naturally very social in their

nature. An observer could not fail to be impressed with the perfectly natural, unconstrained way in which the young men and women mingled. They acted as though it was the most natural thing in the world that they were in the University together. All went about their daily business in a simple, straightforward manner, and the life on the campus was as natural as in any village community.

Through the Christian Union, the two Christian Associations, the missionary societies, and the churches of the city the religious life of the University found expression and was vigorous and active. There was no University chaplain the first year, and the pastors of the city were freely drawn upon for chapel addresses. Eminent preachers, not only from Chicago but from other parts of the country, spoke at the Sunday evening services of the Christian Union.

Music came in to help the social life and gratify artistic tastes. At least two series of "chamber concerts" were given in Cobb. Mr. Williams, the "reader" in music, brought his grand piano into the assembly room and here the Glee Club, the Chorus, and the Choir were trained.

As the second quarter wore on, the first of the new dormitories, Snell Hall, approached completion. It was built for men, but the women of the University were given the right of way, and they left the Beatrice and moved into Snell on April 15, 1893. The very last number of the *University News* told the story of their flitting from the one to the other.

The World's Fair was opened in the spring of 1893 and the the famous Ferris Wheel went round just over the fence from the new women's dormitories. The Fair and the Wheel brought moving remembrances to the author of "1893":

Oh, there were more profs than students,
but then we didn't care;
They spent their days in research work,
their evenings at the Fair.
And life upon the campus
was one continual swing;
We watched the Ferris Wheel go round,
and didn't do a thing.

At the end of the first quarter one of the college papers summed up the impressions of the quarter in these words. "Large as our expectations were, the University has exceeded them." Thus established in the good will and high appreciation of the students the new institution came to its first Convocation. The question of Convocations was first presented to the Trustees on November 8, 1892, when it was "voted that there be four quarterly Convocations to be held at the beginning [later changed to *end*] of each quarter, and to be called respectively spring, summer, autumn, and winter Convocations, the first Convocation to take place January 2, 1893." All were familiar with college commencements in which the members of the graduating class pronounced orations and the President delivered a farewell address to them. But what was a Convocation? In his first Convocation statement President Harper gave the following explanation of its purpose, and was so well satisfied with it that he repeated it at the second Convocation. He declared that purpose to be threefold:

1. To furnish an opportunity to bestow the proper award for work accomplished, and to dismiss, with all the honors which the University can confer, those who have shown themselves worthy of such honors: and on the other hand to receive to the privileges of the University those who have shown themselves prepared to take advantage of these privileges.

2. To furnish an opportunity to look back for a moment over the months of work completed, in order that an estimate may be formed of the progress made, or, if such it be, of ground lost. And on the other hand to look forward to the opportunities and the necessities of the future, to note and select for effort those opportunities which seem most promising.

3. To bind together into a unity the many complex and diverging forms of activity which constitute our university life and work, and, thus united, to stand before the public in a way to show our appreciation of its good will, and at the same time to show, if it can be shown, that we, in turn, are deserving of this good will.

The first Convocation was held in the Central Music Hall which stood on the southeast corner of State and Randolph streets. The date was January 2, 1893. It was a notable event because there, for the first time, the University as a whole, President, Trustees, faculty, and students, met the people of Chicago and its friends and patrons in a great public function. Then was instituted the ceremonial, since become familiar, of the Convo-

cation procession, students in academic cap and gown marching down the main aisle, followed by the professors also in cap and gown, their various bright-colored hoods lending animation to the scene, the Trustees in cap and gown, with prominent visiting educators, the chaplain, the speaker, and the President closing the procession.

The first Convocation address was delivered by Professor von Holst, to a noble audience filling the hall, on the subject, "The Need of Universities in the United States." The President's statement followed. He contrasted the conditions existing twelve months before with those prevailing at the time he spoke, gave an account of the work of the quarter, closing with a statement of the urgent needs of the University. President Harper was always interesting, and never more interesting than in this first Convocation statement.

The second Convocation was held in the temporary gymnasium on the evening of April 1. Professor Chamberlin was the orator and spoke on "The Mission of the Scientific Spirit." The change from the center of the city to the quadrangles occasioned no decrease of public interest. The demand for seats exceeded the supply, and the building was crowded.

For the final Convocation of the first year the University again went to the Central Music Hall. It was held at the close of the third quarter, Monday evening, June 26. Professor Hale, the orator, spoke on "The Place of the University in American Life." Now, for the first time, was seen the ceremony of calling to the platform and formally admitting to the University colleges those members of the academic colleges who had proved their fitness. For the first time also there were graduates to receive degrees. The first graduating class of the colleges numbered fifteen. Three of these were women. Robert F. Hoxie, later a member of the faculty, was a member of this first class. There were also thirteen graduates from the Divinity School. Four Master's degrees were conferred, and one Doctor's degree. A contemporary account says:

> When the one candidate for the Doctor's degree rose to ascend the platform, and the audience saw that he was a Japanese, there was one continued round

of applause until he had taken his place before the President. And when the degree of high honor was conferred and the hood was placed about his neck, the applause began again, and lasted until the modest and able young scholar had resumed his seat. It is significant of the international character of the work which the University is set to do that the first to win the Ph.D. should be a foreigner and Dr. Eiji Asada's name will ever stand first on the roll of honor in the Graduate School. He will become professor of Old Testament Literature in the Methodist Seminary at Tokio.

At this Convocation the appointment of sixty-eight Fellows for the following year was announced. In the President's quarterly statement it was said that while, one year before, in a published official forecast, the number of students estimated for the Graduate School had been placed at one hundred, the number actually enrolled the first year had been two hundred and ten, and that the enrolment in the Divinity School had been two hundred and four. As has been stated elsewhere the total attendance in the colleges and higher departments had been seven hundred and forty-two. The President also said:

> Kelly, Beecher, and Snell halls are practically completed and are now occupied. Foster Hall is under roof. The Walker Museum is also under roof. The Ryerson Physical Laboratory has reached the third floor. The work in Kent Chemical Hall is completed, except the plumbing. . . . . Within eighteen months buildings costing nearly one and one-quarter millions of dollars have been erected.

The President also announced that friends of the University, quite independently of the University itself, had organized "The Students' Fund Society," the purpose of which was to collect funds and distribute them, in the form of loans to students who gave clear indications of scholarly ability. This society continued its beneficent work year after year.

The first year vindicated the Convocation and established it in the affections of the University and the interest of the public. The June Convocation of the year brought together in an "annual" meeting the alumni of the Old University, who thus accepted their relation as alumni of the new University of Chicago. At the alumni banquet in Cobb Hall President Harper said:

> I am heartily glad to welcome you here tonight, ladies and gentlemen of the associated alumni. I see here a pamphlet with the names and addresses

of the collegiate alumni of the University of Chicago, and side by side with the graduates of the Old University are the names of the present graduating class. The chasm, I feel, has been bridged.

The story of the third Convocation might well close the story of the first year. Activities enough have already been recorded. But these have been, for the most part, the activities of the faculty and students. And during all of these months, the friends of the University, the Board of Trustees, the University itself had not been idle. On the contrary they had been extraordinarily busy. The University had called to its halls eminent lecturers to supplement the daily classroom work. In February a Bible Institute was held lasting through three days, and this was followed by the organization of classes for Bible-study. The first of the high-school teachers' conferences was held. Indeed such was the interest in the first of these, held in the autumn, that it was followed by a second one in the spring, and such a conference became an annual event.

On January 1, 1893, evening and Saturday classes were opened, in the three divisions of the city, for teachers and any others who wished to pursue college studies, but whose callings made attendance at the University impossible. This very important step led directly to the establishment of what became known as University College, enrolling annually hundreds of students.

The Employment Bureau for students was organized and became a permanent and highly useful institution. During the first year also the University entered into affiliation with a number of schools and colleges.

The work of the University Extension was carried on with remarkable energy and success. At the January Convocation the President said:

> In many respects the results accomplished have exceeded all expectation. The number of centers organized, the number of those who attended the lecture studies, and the general interest manifested have been almost phenomenal. . . . . Up to this time one hundred and twenty-two courses have been given, and these courses have been attended by nearly twenty thousand people.

Through many difficulties the University Press was got under way. The University, not having funds to expend in establishing

the Press, made arrangements with outside parties to set it in motion, later taking it over and conducting it as a regular part of its work. As a part of it the bookstore was started in Cobb Hall, and though there were complaints of high prices in its early history, it became a more and more important part of the University life. Under authorization of the Trustees the Press began during the first year the publication of several journals. The issuing of departmental journals edited and conducted by the departments, was from the beginning greatly desired and strongly urged by President Harper. The Trustees, in the then state of the finances, were reluctant and hard to convince. Under the President's urgency, however, they did consent to the policy, and the publication of journals was begun in less than three months after the University opened.

The system of University Houses was devised and adopted the first year, a House being a group of members of the University entitled to continuous residence in a particular hall. Each House was to have a Head appointed by the President, a Counselor chosen from the faculty by the House, a House committee, and a Secretary and Treasurer. The first House organized was "Graduate," occupying the first dormitory south of Cobb, and composed of graduate students and young instructors. Dean Small became the first Head and, to signify his appreciation of the dignity, presented the House with a tea-set. Delightful tea-drinkings followed. It was a time of tradition making, and Mr. Soares relates that at one of these meetings "the suggestion was made that any person desiring to establish a tradition should present the same in writing, and, after lying on the table for two weeks, it could be established by a two thirds vote—so hungry were we for traditions in those days." But traditions, in the University as elsewhere, were of slow growth.

Such were some of the educational, athletic, social, religious, and literary aspects and incidents of the first year of the University's life. The year, indeed, was so full, so replete with incidents, so crowded with new things, that slight justice can be done to it within the limits of a single chapter.

Nothing has yet been said of the financial history of the year. That too was full of incident, and its importance demands narra-

tion. The University fiscal year began July 1. The first instructional year did not begin till October 1. There was no Summer Quarter the first year. The real fiscal history of the year, therefore, began with the opening in October. The first week had not ended when the secretary sent to Mr. Gates the following telegram:

October 7, 1892

Yerkes builds Observatory with largest telescope in the world.

The story of the telescope and Observatory is told in the chapter on the "Second Era of Building."

The President had greatly desired to see the opening marked by another great contribution from Mr. Rockefeller that would relieve the University from impending peril. No one saw more clearly that the institution was being organized on a scale not warranted by its resources. He was walking by faith, not by sight, during the weeks preceding the opening. But this did not prevent him from taking measures looking toward deliverance. Five weeks before the opening he wrote as follows to Mr. Gates:

I am anxious to have two things happen on the first day of October. First, the publication of my first annual report, and secondly, if at all possible, the announcement of another gift from Mr. Rockefeller. The ball is rolling. We must continue to keep it rolling, and if he will give us a promise of one million dollars, I will agree to find another million within six months. I can do it in ninety days, but the strain upon me would possibly be too great to justify the attempt, especially with all the other initiatory work of the University on my hands. I feel that this is very vital. We have now, in the estimation of the whole world, come right up side by side with Harvard and Yale. The thing is done. It is not a thing to be done. It is, and I say it with all modesty, a remarkable achievement. This has been made possible simply by the two great gifts Mr. Rockefeller has already made in addition to his first. Nothing else under heaven could have accomplished it. The work which the rest of us have done is absolutely nothing, and will be absolutely nothing in comparison with the other side. It is not our achievement. It is his. . . . . Will he not give us another million, without condition, it being understood that we shall add another million at once? . . . . Nothing could possibly help me in this tremendous task so much as another gift on the day of opening.

I write this letter for your eyes alone. Please do not send it to Mr. Rockefeller, but tell me what I should do. I must do something soon. The demands of the situation are very great. I cannot do what we ought to do, what is expected of us, situated as we are, without more money for buildings.

But I cannot secure this additional money for buildings without another act of grace on the part of Mr. Rockefeller.

To this letter Mr. Gates responded, writing September 3:

I do not wish to take the responsibility of advising you on a matter so important. . . . . I infer from remarks dropped casually that it is not the plan, either for Mr. Rockefeller or Mrs. Rockefeller, even if they put more funds into the University, which I can neither affirm nor deny, to do so until the machine has been put into working operation and worked successfully. But for your prohibition, I should have sent your letter to Mr. Rockefeller. In view of your request, however, I do not do so. I give you such facts as I have, and all I have, and leave the question of a direct appeal to your own judgment.

Although Mr. Gates wrote this somewhat discouraging letter, nevertheless, to quote his own comment on it, he "visited Mr. Rockefeller shortly after this, and did make an earnest appeal in behalf of the University. Indeed in his report in February, calling for two million dollars, Mr. Gates had advised Mr. Rockefeller to give one million dollars at that time and the second million about October 1." He now again urged this, and Mr. Rockefeller listened favorably, but it was agreed that October 1 was not the time for making the gift. President Harper, though he received no encouragement, continued to urge his argument, and with increasing earnestness. But, although good intentions were maturing toward favorable action, the University was allowed to open without any sign. In October Mr. Gates again visited the University and looked things over, calling on Mr. and Mrs. Rockefeller on his way back to New York. The President was very much discouraged, and wrote on November 3:

The load has grown heavier and heavier since you left. . . . . My bluest days since the University organized have been the last two. I have been more than ever inclined to think that a mistake was made by you when you urged me to give up my work in New Haven and come out here.

To this dirge Mr. Gates replied on November 19:

I beg of you to believe what you say, when you "suppose that the Lord will take care of us." It is usually darkest just before dawn. Cheer up, old friend. Trust in God, eat well, sleep well, and do not overwork.

In a note on this letter Mr. Gates explains that the tone and undercurrent of it will be understood if it is considered that he wrote it

with the full knowledge that Mr. Rockefeller was about to give the University a new million. It was with this knowledge safely locked within his mind that he wrote again a few days later:

I am sorry you feel sick and tired of your work. You have no reason, except overwork and overexcitement for what you say. You have done at least three times as much as you or anyone else expected. You have the best and most willing Board ever got together. Public expectation, so far from being disappointed, is amazed at what has been accomplished. The man does not live who does not regard you as the fittest of the sons of men for your position. The prospects were never so hopeful as now.

The prospects were indeed brilliant with hope to one who had Mr. Gates's knowledge. But to the President, who only knew that the institution was already involved in debt, and unless something happened would be disastrously involved, the prospects were well-nigh hopeless. The cheerful tone of Mr. Gates's letters ought to have been full of meaning for him. But it was not. He had fallen into a mood of black despair. In this mood he wrote on November 29:

I do not think that the last part of your letter is à propos. . . . . The fact is I am not over-excited or over-tired, but I am discouraged and perhaps disappointed. I try to keep up in public, but the most of my hours are periods of misery. I have not the slightest satisfaction in anything that is being done. I do not mean by this to underestimate the work that others are doing. The Board of Trustees is, as you say, magnificent, and things are moving on fairly well, but I am equally convinced that this is not the work for me to do under all the circumstances, and if there were any honorable way of giving it up, I should drop it immediately. This is not talk, but truth.

An editorial note by Mr. Gates accompanying this correspondence reads as follows:

December 12, 1892. On this date Mr. Rockefeller wrote the pledge of one million dollars, which was sent on December 23, 1892, so that the pledge might reach the University as a Christmas present.

President Harper was wholly unconscious of what was coming when he wrote again to Mr. Gates December 13:

I am compelled to think that the work here is too much for me. Some other man will have to take hold in one form or another.

Almost immediately after this final expression of despair Mr. Gates informed President Harper as to what was about to come.

This unique Christmas gift, the fourth of Mr. Rockefeller's donations, reached President Harper December 25, and was reported to the Trustees two days later. The letter was dated December 23, 1892, and read as follows:

> I will give to the University of Chicago one thousand five per cent bonds of the par value of one million dollars, principal and interest payable in gold. The principal of this fund is to remain forever a further endowment for the University; the income to be used only for the payment of instructors. I reserve the right to designate, at my option, the instruction to which the income shall be applied. I will deliver these bonds December 2, 1893.

It will be observed that the bonds were to be delivered nearly a year after the date on which they were promised. They would, in other words, not begin to produce an income for eleven months. The reason for this is plain, when it is remembered that in making his last preceding contribution of a million dollars in February of this same year, 1892, Mr. Rockefeller had given securities which began to yield income from December 1, 1891, and had done this with the understanding that he was thus providing fully for the expenses of 1892–93. As it turned out the current expenses and other initial expenditures had assumed such proportions that in comparison the income might almost be called a negligible amount. While, therefore, this great promise of a million dollars one year after date marked an immense advance in the University's prospective resources, it gave no present help. To say that the need of speedy help was urgent would be ludicrously short of the truth. It was imperative. The good ship was not stranded, but it was headed straight for the rocks. Now was the time for going out again and raising another million dollars in Chicago. It was the President's confidence that Mr. Rockefeller would continue his gifts and that Chicago, which had given one million dollars in response to a gift of that amount from the Founder, would do it again in response to another gift of a million, that had seemed to him to justify the scale on which the University was organized. Unhappily, so far as Chicago was concerned, the assurance was not well founded. A happy concurrence of circumstances had made possible the raising of the million dollars in ninety days in 1892. The same thing, which President Harper had pictured to

himself and described to Mr. Gates as easy to repeat, could not be done at all in 1893. Every effort was made to awaken interest, but there was absolutely no response. The University had several millions of endowment, present and prospective, but the income of these funds was "to be used for instruction only," and the use of the funds themselves for the payment of debts was wholly impossible. Meantime the debts were increasing and the financial situation every day grew worse.

No man felt the difficulties of the situation more keenly than the President of the Board of Trustees, Martin A. Ryerson. It was he who now came to the rescue and made a proposal which awakened new confidence and finally extricated the University in great measure from its difficulties. There were very serious conferences among the Trustees, and at the meeting of January 29, 1893, Mr. Ryerson announced that he would give one hundred thousand dollars toward five hundred thousand, if that sum could be raised. At a meeting held four days later, for the situation was such that the Trustees met on January 17, 20, 24, and 31, the following letter was read:

GENTLEMEN:

Recognizing the University's need of a large fund with which to meet the exceptional expenses of its organization and the pressing demands for general improvements and for an equipment in keeping with its endowment, I propose, in order to assist in securing such a fund, to give to the University one hundred thousand dollars on condition that an additional sum of four hundred thousand dollars be subscribed by responsible persons before the first day of May, 1893, and that all subscriptions be made without other conditions than those herein contained, and be payable, one-half on the first day of May, 1893, and the balance on the first day of August, 1893.

Respectfully yours,
MARTIN A. RYERSON

The President felt himself to be under a twofold obligation to raise this fund. He was under the obligation of dire necessity, and he had assured Mr. Gates that if Mr. Rockefeller would give another million dollars he would "agree to find another million within six months." Mr. Ryerson had now provided a splendid opportunity for securing half a million, offering to give one-fifth of the whole amount himself, and furnishing the powerful leverage

of the annexed conditions. But when the President and secretary and Trustees went out after subscriptions, they met disappointment and very soon confronted failure. A warm and cordial feeling of interest and real sympathy were everywhere met with, that made the work of solicitation pleasant and at first hopeful. Some subscriptions were secured, but the great contributions of Mr. Rockefeller made it impossible to convince the public that the University was in distressing need of funds for any purpose. And before this impression could be removed, a sudden stringency in the money centers of the country which developed into the panic of 1893 made success within the time specified impossible.

In these circumstances Mr. Ryerson felt that the limit of time should be extended from May 1 to July 1, and this, with generous cheerfulness, he did. It was at first hoped that the financial stringency would prove temporary, but it did not. It continued, blocking all progress, and turned out to be one of the most disastrous panics in the history of the country. In order to assist the University in what, under these circumstances, was proving to be a most difficult undertaking, Mr. Rockefeller promised a subscription of one hundred and fifty thousand dollars, provided the entire sum of half a million should be secured within the time indicated by Mr. Ryerson. Later he consented to remove the conditions of his gift and make it absolute, adding outright to the income of the University during the next year the sum of one hundred and fifty thousand dollars. Mr. Ryerson also consented to a second postponement of the time within which the conditions of his gift should be fulfilled. It was not desired that Mr. Ryerson should withdraw his conditions and make a gift of his subscription outright as Mr. Rockefeller did. The University had to raise that full half-million. It could not do without it. And it was for this reason that Mr. Ryerson again extended the time. As a matter of fact he did immediately advance a hundred thousand dollars to tide the University over its difficulties. Mr. Rockefeller's new subscription of a hundred and fifty thousand was made for the current expenses of the second year, to provide for the deficit that was foreseen.

And thus ended the first year, amid storm and clouds, indeed, but with the bow of promise in the sky.

CHAPTER X

THE UNIVERSITY AND ITS BENEFACTORS

During the first quarter-century of its history the University was rich in benefactors. The Founder and chief patron loved to consider and to speak of himself as only one among the many benefactors of the University of Chicago. He well understood and freely acknowledged that, compared to their ability to give, the contributions of many of these benefactors were equal to or greater than his own. During the first quarter-century more than ten thousand persons made contributions to the University. Not all these gifts were in money. Many were in lands, books, apparatus, collections, furnishings, works of arts—gifts of many kinds. Many were large, some very large. Those of Miss Helen Culver aggregated nearly a million dollars. Those of Mrs. Emmons Blaine for University College, the School of Education, and other purposes also approached that sum. The contributions of Martin A. Ryerson flowed into the University treasury in an unfailing stream from the beginning. Perhaps there was never a year that was not marked by one or more quite unsolicited donations from him. For most of his gifts were made of his own motion in consequence of his intimate knowledge of the needs of the institution. Mr. Ryerson's presidency of the Board of Trustees was never merely honorary. He made it a business and a service. No one connected with the University had a more comprehensive knowledge of its affairs or a more complete mastery of the details of its affairs. He knew every need and gave continually where and when giving would do the most good. His contributions during the first quarter-century aggregated six hundred thousand dollars.

But his gifts of money and buildings were the least of his services. The things that were invaluable to the University were his financial knowledge, his business sagacity, his architectural taste and skill, his high ideals of education, his comprehensive views combined with his detailed information, his enlightened and entire devotion to its

interests. He was the trusted adviser of President Harper and President Judson. The Board of Trustees held him in the highest honor and never considered the possibility of losing his services as president. Mr. Rockefeller trusted in him with perfect confidence, and he was a tower of strength for the University among the business men of Chicago.

Almost equaling the contributions of Mr. Ryerson was the sum received from the estate of William B. Ogden, amounting to nearly six hundred thousand dollars. The donations of La Verne W. Noyes amounted to about five hundred thousand. From Charles T. Yerkes and his estate came above four hundred thousand, and Marshall Field contributed to various funds above three hundred and sixty thousand. Julius Rosenwald gave above a quarter of a million, as did Sidney A. Kent and Elizabeth G. Kelly. The Commercial Club of Chicago, in transferring the Chicago Manual Training School to the University, added two hundred and fifty thousand dollars to its assets. Mrs. Charles Hitchcock gave above two hundred thousand. The various gifts of Mrs. Frederick Haskell exceeded one hundred and eighty-six thousand, those of Silas B. Cobb one hundred and sixty-five thousand, those of A. C. Bartlett one hundred and fifty-four thousand, those of George C. Walker one hundred and thirty-six thousand, and those of Mrs. Joseph Reynolds a hundred thousand. The gifts of Leon Mandel were in excess of eighty-eight thousand, those of Charles L. Hutchinson reached seventy-two thousand, and those of Mrs. Nancy Foster exceeded eighty thousand dollars. Among those who contributed fifty thousand dollars or more were John J. Mitchell, Mrs. Jerome Beecher, Mrs. A. J. Snell, John Johnston, Jr., and W. F. E. Gurley. There were others who gave forty, thirty, twenty-five, ten, and five thousand dollars, and many who gave a thousand dollars. There were hundreds who contributed between a hundred and a thousand dollars and thousands who gave smaller sums. The benefactors of the University became in very many instances its fast friends and were always ready when the need arose to repeat their gifts, so that their names appear as contributors on the books twice, ten times, and in some cases thirty times or more. More than eight

MARTIN A. RYERSON

FROM THE PAINTING BY LOUIS BETTS

million dollars were contributed by other givers in addition to the nearly thirty-five million given by Mr. Rockefeller. The larger part of this came from Chicago. The Trustees of the University contributed among them nearly one million, four hundred thousand dollars. Not content with giving an extraordinary amount of time and attention to the exacting duties connected with the organization, expansion, and management of the University, they contributed to it this great sum of money.

The story of the earlier benefactions of Mr. Rockefeller has already been told. These gifts, however, were only the beginning. As they continued year after year, the wonder of them grew. They were so much a part of the history of the University that the record of them cannot be omitted. In telling the story many things will be recorded which will be entirely new to all the readers of this book except the very few who took part in the events. The record of these events is given because it is essential to a full history of Mr. Rockefeller's benefactions and a full understanding of his extraordinary magnanimity.

The summer of 1893 was the most trying, financially, in the history of the University. Nothing had been added to the Ryerson Fund. This will not be wondered at in the light of what the President said in the Convocation statement of October, at the opening of the second Autumn Quarter:

> During the three months which have elapsed since our separation, our country has passed through a financial crisis, the real character of which is only appreciated by those who have been under the necessity of carrying large financial responsibility. A prediction made six months ago, that a time was near at hand when the strongest banks in the country would refuse to pay in currency the legitimate demands made upon them, would have been regarded as absurd. Men who have had long financial experience, and who have been in a position to understand the situation, tell us that the country has not known anything so serious in its financial history. State universities with large sums of money in the bank were compelled to postpone payments because of their inability to secure the money which had been appropriated and set aside for them. Great railway corporations found themselves in distress because of inability to secure the currency with which to provide for their payrolls. . . . . However strong the institution, whatever the character of its securities, a thing impossible to obtain was currency; not even government bonds would procure it. It is a source of gratification to those who have had in charge the financial

interests of the University that, although the effort for securing five hundred thousand dollars had failed; although the institution had undertaken a most gigantic work, one which under ordinary circumstances would have taxed its resources to the fullest extent; although large bills for books and equipment fell due in the very midst of the financial depression; although the general situation in the midst of which the University found itself was a most extraordinary one, nevertheless obligations were met and the salaries of its officers were paid promptly, except in the case of a few instructors in the month of August when currency was the most difficult to obtain.

The President denied, with indignation, the truth of rumors that—

the University had it in mind to reduce the working force or the facilities which it is prepared to offer. . . . . The work will be conducted on still broader lines, and in a more extended way, during the year upon which we are about to enter. Twenty-seven new appointments have been made, a number, in itself, larger than is found in the majority of western institutions, and this in the very midst of the financial depression. Nor is this all. Mr. Ryerson has again come forward and offered a hundred thousand dollars on condition that five hundred thousand, including Mr. Rockefeller's one hundred and fifty thousand shall be secured by next July.

Within a month after the President's statement was delivered, Mr. Rockefeller made a new gift and a new kind of pledge as follows:

26 Broadway, New York
October 31, 1893

To the Trustees of the University of Chicago
T. W. Goodspeed, Secretary:

Gentlemen: I will contribute to the University of Chicago the sum of five hundred thousand dollars, payable in four equal quarterly instalments, beginning July 1, 1894.

Of this contribution so much as may be found necessary, not exceeding one hundred and seventy-five thousand dollars, shall be employed in the current expenses of the institution for the fiscal year beginning July 1, 1894, and the remainder shall be devoted to the general purposes of the institution.

I make this contribution on condition that the terms and conditions of Mr. Martin A. Ryerson's pledge of one hundred thousand dollars bearing date of September 18, 1893, shall be complied with by the University on or before July 1, 1894.

Sincerely yours,
John D. Rockefeller

In the Convocation statement made at the Fifth Convocation, January 2, 1894, the President said of this new pledge:

This means a million dollars for the University on July 1, if between now and that time two hundred and twenty-five thousand dollars additional money can be secured. It is not safe under existing circumstances to be very confident as to the success of the effort to accomplish this. Anyone familiar with the present condition of the financial world knows that this amount of money can be obtained only with the greatest difficulty. . . . . The gift of so large a sum as half a million to be used outright for the purpose of equipment was a gift under all the circumstances not to have been expected from Mr. Rockefeller. He had plainly indicated that he would care for instruction, and he had also expressed the hope that Chicago would care for buildings and equipment. He realized, however, the peculiar situation in which we found ourselves—the financial stringency which defied every effort to secure money. Seeing our necessities and appreciating all that we had tried to do, he has come forward in a new and unexpected way, and the University has stronger evidence than ever before of his deep interest in its work.

The continuance of the financial depression with its after-effects made any effective work impossible for four months after this statement was made. It was not until May, 1894, that a new beginning could be made. It was finally found impossible to comply strictly with the conditions of Mr. Ryerson's subscription. The funds indeed were secured, but it was necessary to admit some contributions for purposes not contemplated by Mr. Ryerson. It was at this time that Mrs. Caroline E. Haskell gave twenty thousand dollars to establish the Barrows Lectureship on Comparative Religion and a hundred thousand dollars for the erection of the Haskell Oriental Museum. In President Harper's statement at the July Convocation, after referring to the fact that some of the pledges did not comply wholly with the terms of Mr. Ryerson's subscription, he said:

When there was placed before him a list of all the gifts made to the University after the renewal of his pledge, he generously consented to change the terms of his gift in order that all gifts might be included. Mr. Rockefeller also indicated his willingness to make the same change. Even under these circumstances the effort at times seemed almost hopeless. The financial uncertainty increased day by day. Strikes paralyzed the work of construction in the city, the coal industry of the entire country, and last of all the railroad business of the country; and as if our patience must be tried to the uttermost, the heat of the month of June, in which the work must be finished, reached a degree of intensity seldom before known. The fates seemed to be against us, but friends came forward and on Saturday last, to the satisfaction of Mr. Ryerson and Mr. Rockefeller, the subscription list was completed and the million dollars secured.

There should have been added to the million a further sum of seventy-five thousand dollars contributed by Mr. Ryerson himself for finishing and equipping the Physical Laboratory, five thousand dollars given by the Sinai Congregation for books for the Semitic Department, and the gift from William E. Hale of the astronomical physical, photographic, and mechanical equipment of the Kenwood Observatory, valued at thirty thousand dollars. This last gift was made two days after the raising of the Ryerson million-dollar fund had been accomplished.

While this desperate struggle had been going on the obligations of the University had been increasing at an appalling rate, until they had approached half a million dollars. It was the knowledge of this situation which had moved Mr. Rockefeller to make his proffer of half a million to encourage, and, if possible, insure the raising of the Ryerson fund.

Thus was the young institution rescued, not from bankruptcy, for it was perfectly solvent, but from a load of obligations that threatened to cripple its activities, if it did not compel the temporary suspension of its educational work. Those who at this time came to the relief of the University might well be called benefactors. In writing to Mr. Ryerson the secretary said:

> I am instructed by the Trustees of the University to express to you their warm appreciation of your kindness and generosity in making such changes in the conditions of your subscription of one hundred thousand dollars as made it possible for the University to secure the million dollars recently subscribed. Every member of the Board feels that to your wisdom in making the conditions and your generosity in modifying them is owing the fact that it may now be said that the University is established and that its future is so full of promise.

The authorities had been so disturbed and alarmed by the dangers that had threatened that the mistakes of the first and second years were never repeated. Temptations—the strongest possible inducements—were not lacking. The number of students increased astonishingly. New departments, new schools, clamored for establishment. It was only by setting their faces like a flint against them that the authorities were able to resist the temptation to embrace most alluring opportunities for branching out in various directions. And yet, with the best intentions in the

world to pursue a conservative policy, the Trustees, while guarding against the earlier peril, found, to their grief and dismay, the annual expenses mounting up by leaps and bounds. In 1894–95 these were, in round numbers, five hundred and forty-four thousand dollars, in 1895–96 six hundred and thirty-seven thousand, in 1896–97 six hundred and ninety-two thousand. The income for the corresponding years showed deficits of fifty-three thousand, forty-seven thousand, and ninety-seven thousand dollars, a total for the three years of nearly two hundred thousand dollars. This alarming result occurred notwithstanding the fact that Mr. Rockefeller made the following special contributions for current expenses for the express purpose of providing against deficits: in 1894–95, one hundred and seventy-five thousand dollars; in 1895–96, the same amount; and in 1896–97, one hundred thousand dollars, a total for the three years of four hundred and fifty thousand dollars. It was also in the middle of this period on October 30, 1895, that Mr. Rockefeller made his great three-million dollar subscription. The first week in October Mr. Gates, his representative, was sent to Chicago to confer with the Trustees. Three days were spent in going over the whole case. The representatives of the University, while they urged their manifestly great needs, did not finally ask for anything like the splendid proffer the Founder made. The answer was delayed for three weeks and was then brought by Mr. Gates in person. The meeting of the Trustees, when he submitted the great proffer, was one of enthusiasm and rejoicing long to be remembered. Joy at the University found expression in a celebration, in which the President, the Secretary, Trustees, and professors made addresses in Kent Theatre and the students indulged in a mammoth bonfire in the center of the campus.

The letter of subscription was as follows:

26 Broadway, New York
October 30, 1895

To the Trustees of the University of Chicago
T. W. Goodspeed, Secretary:

Gentlemen: I will contribute to the University of Chicago one million dollars, for endowment, payable January 1, 1896, in cash, or, at my option, in approved interest-bearing securities at their fair market value.

I will contribute in addition, two million dollars, for endowment or otherwise as I may designate, payable in cash, or, at my option, in approved interest-bearing securities at their fair market value, but only in amounts equal to the contribution of others, in cash or its equivalent, not hitherto promised, as the same shall be received by the University. This pledge shall be void as to any portion of the sum herein promised which shall not prove to be payable on the above terms on or before January 1, 1900.

Yours very truly,

JOHN D. ROCKEFELLER

Mr. Rockefeller had noted with apprehension the growth of the annual expenses and the increasing deficit. He had made one effort to call a halt. In December, 1894, he had subscribed one hundred and seventy-five thousand dollars for the current expenses of 1895–96, but had provided that he was to be at liberty to withhold further payments on the subscription in case it should be found that the expenditures were exceeding the income. Ten months later he seems to have concluded that a better way would be to secure such an addition to the funds as would provide an income ample for the annual expenses and make deficits impossible. It would seem as though no device would be more certain to accomplish this result than this opening of the way to adding five million dollars to the funds. It will be noted that after giving one million outright, he proposed to duplicate every dollar that was contributed by others, for any purpose, during the ensuing four years, up to two million dollars. These were no hard conditions. The proffer was most wisely and generously conceived to help the University in every way. And in helping the University it was most effective. It called attention once more and with renewed emphasis to the fact that a really great University was developing in Chicago. It awakened an assured confidence in the minds of all in the future of the institution. It led persons of large wealth to feel that it would endure and was a safe place in which to make large investments for education.

The circumstances attending the great contribution of Miss Helen Culver are related elsewhere. On December 14, 1895, only six weeks after the announcement of Mr. Rockefeller's subscriptions, having "concluded that the strongest guaranties of perma-

nent and efficient administration would be assured if the property were entrusted to the University of Chicago," Miss Culver turned over to the Trustees properties which she valued at a million dollars. They did not eventually produce that full amount and from time to time she added other contributions. The whole gift was "devoted to the increase and spread of knowledge within the field of the Biological Sciences."

In the early part of the year following these subscriptions and contributions the Chicago Commercial Club turned over to the University the Chicago Manual Training School, its property and endowments, the whole aggregating in value a quarter of a million dollars.

Year by year the four-million-dollar fund grew, but not fast enough to reach the total sum of two million dollars on the date fixed, January 1, 1900. The time was therefore extended to April 1. During these three months some notable gifts were received, carrying the total to almost two million dollars. Among the great contributions to the fund, in addition to those already mentioned, were the following: two hundred and six thousand dollars by Mrs. Charles Hitchcock, one hundred and thirty-five thousand by Marshall Field, seventy-two thousand by Elizabeth G. Kelly, sixty thousand by Charles L. Hutchinson, fifty thousand by W. F. E. Gurley, fifty thousand by John J. Mitchell, forty thousand by Martin A. Ryerson, thirty-four thousand by Catherine W. Bruce, thirty thousand by Mrs. B. E. Gallup, twenty-seven thousand by Mrs. Emmons Blaine, and twenty thousand by Nancy S. Foster. There was a contribution of fifty thousand from Leon Mandel for Mandel Assembly Hall, which, a little later, but not soon enough to be counted in this fund, was increased by thirty-five thousand dollars more. The very last days of the extension to April 1 came and a few thousand dollars were still lacking to make up the full two million the University must raise to secure the full two million Mr. Rockefeller had subscribed. On the last day but one President Harper received the following telegram:

> Wire me Saturday noon [March 31] how much you lack in fulfilling conditions.
>
> F. T. Gates

The information was despatched and the following answer came back without delay:

New York
March 31, 1900

President W. R. Harper, University of Chicago:

I have secured valid pledges from friends of University sufficient to cover whatever may be found on examination to be the actual shortage in the amount necessary to entitle the University to the full amount of Mr. Rockefeller's pledge of October 30, 1895, and you can therefore announce the success of the movement.

F. T. Gates

Thus was the greatest financial campaign of the first quarter-century brought to a triumphant issue. The University never inquired who the "friends" referred to in the foregoing letter were. Mr. Rockefeller considered their subscriptions "valid," and as they were paid and duplicated by him the University was more than satisfied. As a result of the great subscription of October 30, 1895, five million dollars came into the treasury of the University. It would naturally be supposed that with this immense addition to its resources the institution would now escape deficits. It would be supposed that most of this great sum must have been added to the endowment. As a matter of fact almost the only part that went into the endowment was one million five hundred thousand dollars from Mr. Rockefeller and a part of Miss Culver's contribution. The greater part of the two millions given by others went into additions to the site, equipment, books, supplies, collections, and new buildings. Three hundred and twenty-five thousand dollars of Miss Culver's gift was expended on the four Hull Biological Laboratories, and the fund was then withdrawn from use for about sixteen years and allowed to accumulate, the interest being annually added to the principal, so that when it was finally released in 1914, the fund had so increased that it yielded in the neighborhood of forty thousand dollars a year toward the annual expenses of the Biological departments. But for all the period indicated it added nothing to the productive endowment. Of the two millions contributed by Mr. Rockefeller in duplicating the gifts of others, some thirteen hundred thousand dollars went to pay accumulated

and current deficits in current expenses for the six years succeeding the making of the subscription, and the balance to pay for additions to the campus, to erect new buildings—the Press Building and the Power Plant—to supplement the gifts of others for buildings, to purchase the law library, to provide for medical instruction, and to provide the temporary structure for the School of Education.

In order that he may write this history, not as he would like to write it, but as the actual events require, the historian must give the story of a number of years, following 1896, years of serious strain, filled with many anxieties as to the future of the University. The interest, magnanimity, and liberality of Mr. Rockefeller finally brought this period to a happy conclusion, and the faith of the President was justified in a wonderful way.

It was a great disappointment to Mr. Rockefeller that so little could be saved, from his great gift of two million dollars, for endowment. He had, indeed, rejoiced in the growth of the University, but he was most anxious to see it conducted on strictly business principles, making its annual budget of expenditures correspond with its probable receipts. For many years he gave large sums to insure this, meantime pouring in millions for endowment to make this annual contribution for current expenses unnecessary. But instead of accomplishing this object, not only did the gap between annual receipts and annual expenses continue, but it widened. In 1893–94 he had given a hundred and fifty thousand dollars for current expenses. The following year he increased the amount, under the spur of necessity, to a hundred and seventy-five thousand, and repeated this the next year, all the time hoping the sum required would begin to decrease. It was the custom of the University authorities to prepare the budget six months or more before the year began and submit it with their requests to the representatives of Mr. Rockefeller in New York. When in December, 1896, they submitted a budget which showed that the gap between probable receipts and expenditures had so widened that the sum of two hundred thousand dollars was needed from Mr. Rockefeller, it was taken under advisement, with the result that a few weeks later the comptroller of the University, H. A. Rust, and

the secretary, Mr. Goodspeed, were summoned to New York for a conference with Mr. Rockefeller's representative, Mr. Gates. Two long interviews were held, and everything that was said was taken down by a stenographer. The substance of the interviews was perhaps contained in the following statement of Mr. Gates:

> What suggestions can we make, if any, which shall serve to encourage Mr. Rockefeller in the belief that the institution has come to the limit of deficit? Apropos to the last question, I only need to say that the situation is such today that if Mr. Rockefeller were to designate, for endowment exclusively, the whole of the two millions additional pledged by him, less amounts now otherwise designated, and if the whole of the supplemental two millions, not now raised, were to be raised in cash and were to be designated also for endowment exclusively, and the whole of the three or three and one-half millions or thereabouts, so raised, were to bear five per cent interest, even that vast sum would not fill this gap. It is a natural, and, indeed, inevitable question with Mr. Rockefeller where this matter will end.

The representatives of the University defended and justified the policy that had been pursued. Mr. Goodspeed made an exhaustive statement in the course of which he said:

> We have been laying the foundations of a very great enterprise. It was greater than we ourselves apprehended. The largeness of the plan upon which it was conceived involved the expenditure, year by year, of more money than any one of us, from Dr. Harper down, believed possible. This difficulty was inherent in the beginnings of the undertaking. . . . . The view of Dr. Harper, who had in his mind an ideal of a university, prevailed. The result has been that we have an institution which, in five years, has taken a position beside the great universities of the country which have existed from a hundred and fifty to two hundred and fifty years. Owing largely to the liberality of Mr. Rockefeller, the University, in this short time, has accumulated large funds. . . . . These great contributions, combined with Dr. Harper's enlightened views of what a university ought to be, have made the wonderful success that has given the University a position of eminence equal to that of our greatest institutions. It was these views of Dr. Harper, carried out in the vast buildings and in the plans of the institution, that awakened the interest in Chicago which in the past five years has added quite three million dollars to the funds of the institution from the people of Chicago alone. . . . . The University has made such an appeal to the intelligence and imagination of the people that we do not merely believe—we know—that great sums are coming to it from the people of that city.

Much more was urged along this line and Mr. Gates said in response:

You have made, in brief compass, a forcible plea in justification of the general policy of expansion which the University has pursued. Of course, Mr. Rockefeller is familiar with this clear and forcible line of presentation. I believe I have faithfully represented your views and the views of Dr. Harper, and of the Board generally, to him, along these lines. Moreover he has visited the University, and the magnitude of the institution and the vast sums of money that have come to it from citizens of Chicago are well known to him. This policy of expansion . . . . involved, of necessity, in order to save the large funds already contributed by him, and to save the institution from ruin, three or four millions from himself, and not only was he not consulted on the policy which rendered these immense gifts from him compulsory, but every injunction he gave, in advance, was on distinctly the opposite lines of procedure. I am giving you now Mr. Rockefeller's own view of the situation as I understand it. He made these contributions. He made them cheerfully, notwithstanding what I have said before. I am speaking now of the contributions up to and including the last contribution of three millions. He had, or thought he had, every reason to believe that the policy of the University in the way of expansion would not go beyond that point. After fifteen or eighteen months, he is confronted again with a situation showing a larger deficit than was shown before, notwithstanding his contributions to decrease the same. There has been in the past no way of meeting these deficits except by appeal to Mr. Rockefeller. The present appeal indicates that there is no way of meeting the deficit except by appeal to him. The institution has proceeded on the plan of enlargement apparently trusting to Mr. Rockefeller to make up deficits, not only without consulting Mr. Rockefeller in advance as to whether he would meet the enlargements, but in the face of his understanding that all hands were to bend toward reducing the deficit rather than increasing the same. . . . . One of the misfortunes of the present situation is that in every instance, within recent years, in which the University of Chicago has appealed to Mr. Rockefeller for funds, the appeal has not been for new enterprises about to be undertaken, in which he might exercise his judgment as to whether they should or should not be undertaken, but the appeal has been, in every instance, to make up deficits already created, to meet exigencies in which the University is committed, and from which, if it be not extricated, it will suffer irreparable damage. . . . .

In the course of the discussion, continued through many hours Mr. Rust made a suggestion in the interest of controlling and limiting expenditures:

The President, the secretary, and the comptroller should be constituted a committee to be called the Committee on Expenditures, which shall supervise

the expenditures of the funds of the institution, within the limits fixed by the budget, and shall, so far as possible, reduce such expenditures below the estimates of the budget. We think that such a committee should arrange to sit daily, or as often as required, and pass upon the requisitions of the departments.

This suggestion was carried out and the Committee on Expenditures became a permanent force in the University history, making always for economy and efficiency.

After these conferences were over Mr. Gates, in sending to the conferees copies of what had been said, appended a statement of such historical value, in what it says of the University's greatest benefactor, that it is reproduced in full.

February 15, 1897

In reviewing this stenographic report, I am moved to add a few concluding words: In all that I have urged upon Dr. Harper and the Board at Chicago, from first to last, in the way of avoiding debt and deficit, I have faithfully represented Mr. Rockefeller's views. Nor has the emphasis of my representations been an importation or exaggeration of my own. But, it does not follow from this that Mr. Rockefeller's conceptions of a university are, or ever have been, less broad than those, for instance, of Dr. Harper, or that his ideals of what the University of Chicago may become, are now, or ever have been, less expansive or magnificent. Before he had ever been approached in behalf of an institution at Chicago, he had visited great universities in our own and in foreign lands, and he had intimately contemplated for years the plan of an institution involving far greater expense than any now involved at Chicago. His conservatism is not now, nor has it ever been, due to any narrowness of conception. Nor have his prudence and caution arisen from any reluctance to contribute. The story of his gifts, so numerous, so ready, so vast, always leading and inspiring others, testifies to his willingness to give.

Why then these frequent and earnest admonitions to avoid debt and deficit at any cost?

I reply, for one thing, in order that public confidence might be secured and maintained. The University has never put forth a treasurer's report, because, as the treasurer truly says, it has never dared to disclose to the public the facts. The public confidence is maintained only because the public is not informed as to the true situation. [This condition ended finally in the very year in which the above-described conference took place. Since that date the widest publicity has been given to the University's financial operations in annual budgets and annual reports of receipts, expenditures and assets. It has had no liabilities.] Instead of inviting funds [the statement continued], debt and deficit, if known, are the most certain means of destroying confidence

and repelling funds. The debts and deficits of the University of Chicago have not made the institution. On the contrary, the institution has been saved from their ruinous effects only by Mr. Rockefeller's assuming them.

Then, again, Mr. Rockefeller, cherishing views perhaps no less broad than those of Dr. Harper, and ideals no less high, has perceived the importance and value of time in an undertaking so vast. He has not been urgent that the University should spring up in a night. He has realized his own inexperience in this great work, and the inexperience (to quote the substance of Dr. Goodspeed's remark) of the management of the University, from the President down. He has felt that nervous haste would naturally follow inexperience and has sought to restrain it.

Then, again, Mr. Rockefeller has distinguished between mere external expansion and real growth. The actual magnitude of the University is measured only by what it has money to pay for. All beyond that is deceptive and fictitious. He would avoid unreality. He would avoid the appearance of power not justified by the substance thereof.

Again, Mr. Rockefeller has his eye not on the transitory present, but on the long future. He is unspeakably more interested in the tendencies, policies, and character of the management than in any present success, however brilliant.

Lastly, he has known from the first, what he has only lately disclosed to others, this namely, how largely he might, under favorable conditions, become interested in the University of Chicago, and he has known that he would, himself, give, not only far more cheerfully, but also far more largely under a conservative and prudent management that avoids debts and deficits.

Finally, let me add that Mr. Rockefeller, rejoicing in all that has been achieved, recognizes and extols the great qualities of leadership, enthusiasm, and organizing ability in Dr. Harper, without which the present development of the University would have been impossible. He looks to the Trustees, whose invaluable services he also heartily recognizes, not to chill this ardor, or discourage it, but to guide it into channels of solid and permanent prosperity.

During nearly seven years succeeding this conference all parties were intent on bringing the expenditures within the income. Mr. Rockefeller fully understood all the factors in the situation, the genius of the President, which he did not wish to have discouraged, the conservatism of the Trustees, the inevitableness of the University's expansion, and the difficulty of regulating it. His interest and confidence in the ultimate outcome were not diminished. They increased. He continued to care for the large deficits. The debts were paid, or assumed by Mr. Rockefeller. In December, 1900, he made a new contribution of one million dollars for endowment and once more half a million for general purposes. In

December, 1901, he added another million dollars to the endowment, and in December, 1902, still another million, making a total up to that date of more than eight million dollars for endowment alone. Meantime since 1897 Mr. Rockefeller had given the following sums to provide against current expense deficits: for the three years from 1897 to 1900, two hundred thousand dollars each year; for 1900–1901, two hundred and twenty-five thousand dollars; for 1901–2, two hundred and fifty-three thousand dollars; for 1902–3, two hundred and fifty thousand dollars, and for 1903–4, two hundred and sixty-one thousand, a total of almost one million, six hundred thousand dollars for current expenses in seven years.

The committee of the Trustees on the budget for 1904–5 consisted of President Harper, Martin A. Ryerson, president of the Board of Trustees, Jesse A. Baldwin, and Wallace Heckman, business manager. They went to New York in December, 1903, and held a conference with Mr. Rockefeller's representatives, Mr. Gates and John D. Rockefeller, Jr. This conference was deemed so important that a memorandum of it was drawn up embodying the views of all the conferees. After reciting that the proposed budget showed "a deficit of sixty thousand dollars more than last year," the memorandum proceeds as follows:

> This situation is not alone the result of steps taken by the University during the last twelve months, but is rather the outcome of forward steps initiated several years ago, the results of which, in added cost of maintenance of both grounds, buildings, and power plant, are now making themselves more fully felt. In all fairness it must be stated, as Mr. Gates has observed, that the New York Trustees [Mr. Gates and J. D. Rockefeller, Jr.] are as much responsible for this situation as the Chicago Trustees, in view of the fact that all the forward steps which have been taken have been approved by them.
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> Three years ago, in a conference similar to this, it was agreed, and was so reported to Mr. Rockefeller, that five million dollars of endowment would prevent an annual deficit. Since that time Mr. Rockefeller has contributed three million dollars toward endowment, with the result that today, instead of only two million dollars more of endowment being required to wipe out the deficit, we find that upward of six million dollars more are required to accomplish this end. It is therefore evident that the tendency, instead of being toward a decreased deficit, as we had all confidently hoped, has been steadily and alarmingly toward an increased deficit. This is true in spite of the fact that the policy toward which all the gentlemen represented in this

conference have been working during these years has been a policy of reduction of deficit.

It is evident therefore that more radical steps toward the accomplishing of this end must be taken. It is the unanimous sense of this conference that until this deficit is wiped out by endowment or retrenchment, the University must rigidly decline to consider the enlargement of any departments now existing, or the addition of any new departments of work which do at the time, or may in the future involve the University in additional expense, unless adequate funds are especially provided therefor. This policy the gentlemen here assembled commit themselves to carry out to the full extent of their ability.

In adopting this policy we are not taking a backward step, nor are we conceiving the University as remaining stationary. We conceive this step to be a step in advance, and the most important and the most exigent now before the University. If we shall demonstrate our ability to conduct the institution within its income and thus place it on an assured and permanent financial foundation, we shall have placed the institution in a position to invite the confidence of men of means, both in Chicago and in the East, and will be in a position to assure them, not only of the permanency of the institution, but that it can and will conduct its affairs annually without financial embarrassments and without financial crises, which may either threaten its usefulness or embarrass its friends.

As Mr. Rockefeller had for the three years preceding this conference added a million dollars to the endowment as regularly as January came round, and as the needs were now greater and more urgent than ever, and as the responsible parties had now concluded an agreement, binding on them all, henceforth "to conduct the institution within its income," it might have been supposed that a new and perhaps unusually large endowment gift would now be made. But no contribution whatever for endowment was made. Mr. Rockefeller subscribed three hundred thousand dollars to make the income for 1904–5 adequate, and he also turned over to the University lands north of the Midway Plaisance which he had been quietly buying for a number of years, and which had cost him one million, six hundred and eighteen thousand dollars.

December, 1904, came round and a committee again visited New York, with the budget for the year beginning July 1, 1905. Again there was disappointment as to any gift for endowment, but Mr. Rockefeller cheerfully promised two hundred and forty-five thousand dollars for the current expenses. He was waiting to

see whether the conference agreement of December, 1903, was being faithfully observed—whether the Trustees were conducting the institution within its income and thus inviting "the confidence of men of means both in Chicago and in the East." There was disappointment, but perhaps this disappointment had its part in encouraging the Trustees to establish that absolute control of the annual expenditures which characterized the financial management of the University from that day forward.

When in December, 1905, the committee carried the budget for the next year to New York and with it presented the endowment needs its members found themselves in a new atmosphere. In January they were able to report that Mr. Rockefeller not only promised the funds needed to provide for the prospective deficit, but one million, one hundred thousand dollars for endowment. And during the same year, on December 26, 1906, he emphasized his confidence by contributing three million twenty-five thousand dollars, of which two million, seven hundred thousand dollars was to be added to the permanent endowment.

The day of deficits ended. The last deficit was provided for in 1908. In March, 1907, Mr. Rockefeller turned over to the University lands south of the Midway Plaisance for which he had paid one million, five hundred and eighty-two thousand dollars, giving the University the entire frontage on both sides of the Plaisance from Washington Park on the west to Dorchester Avenue on the east, a distance of more than three-quarters of a mile.

On December 30, 1907, a new contribution for endowment was made amounting to one million, four hundred thousand dollars, and a year later in January, 1909, an epoch-marking communication was sent through Mr. Ryerson to the Trustees by John D. Rockefeller, Jr., which said:

> To provide for the estimated net deficit of the University of Chicago for the year 1909–1910 and for permanent increase of endowment my father will give to the University as of July 1, 1909, income-bearing securities the present net income of which is, in round figures, forty thousand dollars a year.

This fund stands on the University books as "Rockefeller Endowment M $862,125." But, of course, there was no deficit. Mr.

Rockefeller, Jr., knew there would be none, and in that joyful confidence wrote to Mr. Ryerson as follows:

It is with the utmost satisfaction that we see the deficit in the annual budget of the University thus permanently wiped out. Toward this goal we have been working for a number of years. Our crowning reward will be the fact that no deficit shall ever again be allowed to exist in the University budget, and I am sure that the Chicago Trustees will agree with the New York Trustees that this is the standard to which we should hereafter measure up.

There had been a struggle with debts and deficits lasting fifteen years. It was often a very trying and depressing struggle to those involved in it. It seemed long. In the long history of the University it will grow shorter and shorter till it will seem to have been of but a moment's duration. At all events it was now over. The expenditures were under complete control. There were still many needs, but attention to them awaited provision for them. On this policy the President and Trustees were in full accord with the Founder. They planned to have the budget show a small surplus instead of a large deficit. This policy appealed strongly to Mr. Rockefeller. Anything the University wanted it could have for the asking. And less than two years after the final disappearance of the deficit he gave, of his own motion, the greatest of all his contributions. His first offering for the founding of the University had been six hundred thousand dollars. What he termed his "final" gift was ten million dollars, and the following letter informed the President and Trustees of his intentions:

26 Broadway, New York
December 13, 1910

To the President and Trustees of the University of Chicago:

Dear Sirs: I have this day caused to be set aside for the University of Chicago from the funds of the General Education Board which are subject to my disposition, income-bearing securities of the present market value of approximately ten million dollars ($10,000,000), the same to be delivered to the University in ten equal annual instalments beginning January 1, 1911, each instalment to bear income to the University from the date of such delivery only. A list of these securities is appended. In a separate letter of even date my wishes regarding the investment and uses of the fund are more specifically expressed.

It is far better that the University be supported and enlarged by the gifts of many than by those of a single donor. This I have recognized from the

beginning, and, accordingly, have sought to assist you in enlisting the interest and securing the contributions of many others, and at times by aiding you by means of unconditional gifts to make the University as widely useful, worthy and attractive as possible. Most heartily do I recognize and rejoice in the generous response of the citizens of Chicago and the West. Their contributions to the resources of the University have been, I believe, more than seven million dollars. It might perhaps be difficult to find a parallel to generosity so large and so widely distributed as this exercised in behalf of an institution so recently founded. I desire to express my appreciation also of the extraordinary wisdom and fidelity which, you, as President and Trustees, have shown in conducting the affairs of the University. In the multitude of students so quickly gathered, in the high character of the instruction, in the variety and extent of original research, in the valuable contributions to human knowledge, in the uplifting influence of the University as a whole upon education throughout the West, my highest hopes have been far exceeded.

It is these considerations, with others, that move me to sum up in a single and final gift, distributing its payments over a period of many years to come, such further contributions as I have purposed to make to the University. The sum I now give is intended to make provision, with such gifts as may reasonably be expected from others, for such added buildings, equipment, and endowment as the departments thus far established will need. This gift completes the task which I have set before myself. The founding and support of new departments, or the development of the varied and alluring fields of applied science, including medicine, I leave to the wisdom of the Trustees, as funds may be furnished for these purposes by other friends of the University.

In making an end to my gifts to the University, as I now do, and in withdrawing from the Board of Trustees my personal representatives, whose resignations I inclose, I am acting on an early and permanent conviction that this great institution, being the property of the people, should be controlled, conducted, and supported by the people, in whose generous efforts for its upbuilding I have been permitted simply to co-operate; and I could wish to consecrate anew to the great cause of education the funds which I have given, if that were possible; to present the institution a second time, in so far as I have aided in founding it, to the people of Chicago and the West; and to express my hope that under their management and with their generous support, the University may be an increasing blessing to them, to their children, and to future generations.

Very truly yours,

JOHN D. ROCKEFELLER

In the letter of designation Mr. Rockefeller said:

It is my desire that at least the sum of one million five hundred thousand dollars ($1,500,000) be used for the erection and furnishing of a University Chapel. As the spirit of religion should penetrate and control the University,

so that building which represents religion ought to be the central and dominant feature of the University group. The Chapel may appropriately embody those architectural ideals from which the other buildings, now so beautifully harmonious, have taken their spirit, so that all the other buildings on the campus will seem to have caught their inspiration from the Chapel, and in turn will seem to be contributing of their worthiest to the Chapel. In this way the group of University buildings, with the Chapel centrally located and dominant in its architecture, may proclaim that the University, in its ideal, is dominated by the spirit of religion, all its departments are inspired by the religious feeling, and all its work is directed to the highest ends. . . . .

Apart from what may be required for the Chapel, the remainder of the fund may be used, in the discretion of the Trustees, for land, buildings, or endowment, but no part of the principal sum shall be used for current expenses. No doubt other donors will offer the University many, if not all, of its needed buildings. Legacies now written in wills, or to be written, will become available from time to time for these and other purposes. I hope, therefore, that this final gift from me may be used for endowment as far as practicable.

At the meeting of the Trustees at which these letters were read, the following minute was adopted:

The Board of Trustees of the University of Chicago accepts the gift made by Mr. Rockefeller in his letter of December 13, 1910, and pledges itself to carry out in the spirit as well as in the letter the conditions accompanying it.

It is now twenty-one years since in May, 1889, Mr. Rockefeller made his first gift to the University of Chicago. The present gift marks, therefore, the completion of a significant period in the history of the University throughout which he has co-operated with other friends of the institution to place it on a permanent foundation. This final gift will make the total amount which the University will have received from the Founder approximately thirty-five million dollars ($35,000,000).

We know of no parallel in the history of educational benefaction to gifts so munificent bestowed upon a single institution of learning. But unique as they are in amount, they are still more remarkable for the spirit in which they have been bestowed. Mr. Rockefeller has never permitted the University to bear his name, and consented to be called its Founder only at the urgent request of the Board of Trustees. He has never suggested the appointment or the removal of any professor. Whatever views may have been expressed by members of the faculty, he has never indicated either assent or dissent. He has never interfered, directly or indirectly, with that freedom of opinion and expression which is the vital breath of a university, but has adhered without deviation to the principle, that, while it is important that university professors in their conclusions be correct, it is more important that in their teaching they be free.

More significant still, this principle has been maintained, even in his attitude toward the teaching of a subject so intimate as religion, wherein the mind is keenly sensitive to differences of opinion. Although at times doctrines have been voiced in the University which traverse those the Founder is known to hold, he has never shown a desire to restrain that freedom which is quite as precious in theology as in other fields of thought. Such a relationship between a great benefactor and the institution which he has founded affords a model for educational benefaction through all time to come.

In contemplating the severance of this long-continued relationship, so gracious on his part, and rendered delightful by so many acts of personal courtesy, the Trustees are unable to express their appreciation of munificence so vast exercised in a spirit so fine. It is the conjunction of the act and the spirit of the act which has made it possible to create and maintain the University, and the Trustees hope that through the ages to come the University of Chicago, by training youth in character and in exact learning, and by extending the field of human knowledge, may justify all that has been done by its Founder.

This expression of the sentiments of the Trustees was engrossed and signed by every member of the Board and conveyed to Mr. Rockefeller by a special committee consisting of Dr. Judson, President of the University, and Mr. Ryerson, president of the Board of Trustees.

It might naturally be supposed that in sending this address to the great benefactor of the University, immediately following a contribution of ten million dollars, the Trustees would speak with some extravagance in characterizing the relations of Mr. Rockefeller with the University. In reality they spoke with restraint and moderation. Mr. Rockefeller's relations with the University, his attitude toward it and its officers, the spirit manifested in all his great giving, had been beyond all praise. He had been tolerant of mistakes. He had never shown the slightest sign of irritation. He had left the Trustees absolutely untrammeled in their management. He had been unfailingly patient, even when the Trustees themselves were ready to admit that the time had come when patience ceased to be a virtue. He had been sympathetic with the largest views and the highest ideals for the future of the University. Whenever a step in advance was contemplated, and he was given the opportunity to say beforehand whether he would assist the University in taking

it, he never failed to respond affirmatively and liberally. Perhaps no man ever disliked to give under a sense of compulsion more than did Mr. Rockefeller, but he was, even under these circumstances, able to make a virtue of necessity, and not only to give munificently, but to do this graciously as well. When this was all long past, and he could give on his own initiative, without request or suggestion from President Judson or the Trustees, then it was that he made his greatest offering. And throughout the twenty-one and a half years of his giving to the University he gave with a princely liberality and in a princely spirit.

In a recent publication, the *Saturday Evening Post*, of April 10, 1915, Mr. Rockefeller has said:

> The sole motive underlying the various foundations that I have established has been the desire to devote a portion of my fortune to the service of my fellow-men.

The experience of the authorities of the University with him assures them of his absolute sincerity in making this statement. In the article from which the above statement is quoted he spoke thus of his contributions to the University:

> It has been a pleasure to me to make these contributions, but that pleasure has arisen out of the fact that the University is located in a great center of empire; that it has rooted itself in the affections and interest of the people among whom it is located; that it is doing a great and needed work; in fine, that it has been able to attract and to justify the contributions of its patrons, east and west.

Toward the end of the year 1901 John D. Rockefeller, Jr., requested President Harper to submit to him estimates of the sum that would be required "for rounding out the work of the University upon a satisfactory basis." The President prepared a statement containing thirty-eight separate items, but summarized as follows:

1. Capitalization of deficit	$6,000,000
2. New land	2,310,000
3. New buildings	7,600,000
4. Equipment and Libraries	1,275,000
5. Endowment	7,450,000
6. University Press and Extension	1,000,000
7. Pension Endowment Fund	1,000,000
	$26,635,000

The total seems enough to stagger any giver, though it was not expected that it would be necessary for any one man to give it all. It included provision, in the way of endowment, buildings and equipment, for Technology, Medicine, Music, and Art, for which it was estimated that seven million, four hundred and fifty thousand dollars would be needed. Up to the close of the first quarter-century nothing had been done in these departments, except some preliminary work in Medicine. With these departments left out the amount required, according to President Harper's estimate, was a little over nineteen million dollars.

After the date of the estimate the gifts of Mr. Rockefeller alone aggregated, in the following nine years, more than twenty-five and a half million dollars, lacking only a million of the entire amount the President had estimated would be required for "rounding out the work of the University upon a satisfactory basis." Such was the munificence of Mr. Rockefeller. But it can never be forgotten that, through all the years of stress and strain, the sheet anchor of the University was, not the munificence only, but also the magnanimity of the Founder.

In its first quarter-century the University passed through periods of extraordinary difficulty and of no little peril. It sometimes tried the patience and tested the loyalty of its benefactors. But it did not find them wanting. They stood by it in its periods of trial, they carried it triumphantly through all its difficulties, and brought it out "into a wide place," with a great future assured

CHAPTER XI

THE SECOND ERA OF BUILDING

Within less than six years after the opening of the University on October 1, 1892, the annual attendance of students increased more than threefold—from seven hundred and forty-two the first year to two thousand three hundred and seven in 1897–98. The need of additional buildings was early apparent and every year became increasingly urgent. Happily, the friends of the institution were ready to supply the need. They were so ready, indeed, that the second period of building activity began before the first was fairly over. The President's house was built in 1895, and marked the close of the first building period.

The first building completed in the second period, though not the first one planned, or actually begun, was the Haskell Oriental Museum. It has been related in a preceding chapter how, in January, 1893, Mr. Ryerson, president of the Board of Trustees, proposed to give the University one hundred thousand dollars toward a fund of five hundred thousand, "with which to meet the exceptional expenses of its organization, and the pressing demands for general improvements, and for an equipment in keeping with its endowments." It was in connection with the raising of this fund that Mrs. Caroline E. Haskell of Chicago, the widow of Frederick Haskell, and a most generous friend, who had already given the University repeated evidences of her interest and liberality in the endowment of the Haskell and Barrows lectureships, arranged to give one hundred thousand dollars for building the Haskell Oriental Museum. This gift, with its accretions of interest, fully paid for the building, which cost one hundred and three thousand and seventeen dollars. The cornerstone was laid July 1, 1895. At this time the custom was inaugurated of laying cornerstones in connection with the erection of the public buildings of the University. At the close of the Convocation exercises, which were held in the quadrangles in the open air, the audience repaired to

the east front of the Museum. To the right of the entrance were three inscriptions cut into the cornerstone, in Greek, Latin, and Hebrew: in Greek, "He was the true light, that, coming into the world, enlighteneth every man"; in Latin, "Light out of the East"; in Hebrew, "The entrance of thy words giveth light." On the laying of the cornerstone, President Harper spoke briefly in appreciation of Mrs. Haskell and her generous interest in the University. Rev. Dr. John Henry Barrows, Mrs. Haskell's pastor, made the address, saying, among other things:

I deem this a golden day in the history, not only of the University of Chicago, but also of the university life of America. This, I believe, is one of the first buildings dedicated exclusively to oriental studies, those studies from which so much spiritual and intellectual light has come to mankind, and from which so much illumination is still further expected. . . . .

The Haskell Oriental Museum is a memorial building, bearing the name of one of the worthiest citizens of Chicago, erected by the devoted wife, whose contributions to this University have been so noteworthy, and whose sympathy with the higher and broader Christian movements and studies of our times is so active and intense. . . . . I am glad that men and women of all denominations are cherishing the University and adding to its beneficent work. We praise the great-minded men of other ages who built the chief architectural monuments of Europe. Within the hallowed glooms of the Chartres Cathedral Lowell sang:

> I looked round on the windows, pride of France,
> Each the bright gift of some mechanic guild,
> Who loved their city and thought gold well spent
> To make her beautiful with piety.

But religion and learning and civic pride and the natural desire for a splendid earthly immortality are all appealing to the large-hearted and open-handed to continue this work of University building that shall make our city beautiful and illustrious to the ends of the earth and the limits of time. . . . . The beautiful structures which we see about us, bearing the names of Ryerson, Foster, Kelly, Beecher, Walker, Cobb, Kent, Snell, and Haskell indicate the memorial character which the University's architecture has assumed. . . . . I earnestly believe that our beloved University represents all that is highest in our city's life, and that it will do more than anything else to free us from reproach, and to give our name, already honored as representing material masteries, a purer and more lasting luster.

A century hence the Haskell Oriental Museum, now rising, will be surrounded by groups of academic buildings that shall repeat many of the glories so dear to Oxford. Two hundred years hence this University may be the crown of the world's metropolis. . . . . We are pioneers of an immeasurable future,

and the cornerstone that is laid today is a milestone in human progress. All honor, then, to those who have so wisely planned and skilfully guided the development of this University! All blessings on the generous benefactress whose gracious hand lifts this splendid structure toward the sky! All hail to the glorious and imperial future, rich with the increasing spoils of learning and the multiplied triumphs of faith of which the Oriental Museum is a sure and golden prophecy.

From this time the work of construction went forward without interruption. One year after the laying of the cornerstone, the building was dedicated. The ceremonies of dedication occupied a large part of July 2, 1896, and formed an interesting part of the regular Convocation exercises. During the earlier part of the day there were three conferences, Archaeological, Comparative Religion and Biblical, at which eminent visiting scholars spoke. At three o'clock the procession of Trustees, faculties, and guests moved from the Museum to the Convocation tent, pitched in the central quadrangle, in which the dedicatory exercises were held. The presence of the Founder of the University, Mr. Rockefeller, was one of the interesting features of the occasion. The fact that the exercises formed a part of the Quinquennial Celebration added to the interest. The building was formally presented to the University, on behalf of Mrs. Haskell, the donor, by Professor George S. Goodspeed, of the Department of Comparative Religion, who said:

It is two years ago today since the President of the University made the first announcement, in his quarterly statement, of the gift of one hundred thousand dollars by Mrs. Caroline E. Haskell for the building which we dedicate today. Last year at this time the cornerstone was laid with appropriate ceremony. . . . . Mrs. Haskell presents this building to the University of Chicago in honor and in memory of her husband, Frederick Haskell, in token of which it is to bear the name, the Haskell Oriental Museum. Mr. Haskell was for years a resident of Chicago and was identified with its business interests. It is appropriate, therefore, that the University of the city in which he lived should preserve a memorial of his useful life. . . . . I have the honor, Mr. President, to add that Mrs. Haskell has felt a constantly growing enjoyment in the contemplation of this gift, as she has realized the care, the liberality, the ability, and the success which have characterized the University in the administration of the trust which she has committed to it; and I, therefore, in her name, present to you at this time the keys of the Haskell Oriental Museum, expressing the earnest and sincere expectation of the giver that there

will go forth from these halls enlightenment, inspiration, and guidance in that learning which has come from the East and which, culminating in the Book of Books and in the teachings and life of the Son of Man, will ever abide as our most precious possession.

The President of the University accepted the gift, saying in part:

The circumstances connected with the giving of this money were most interesting. An effort was being made, at the time, to secure the sum of one million dollars before July 1, 1894, in order that the gifts pledged conditionally by Martin A. Ryerson and John D. Rockefeller might be secured. While progress had been made, the result was very uncertain. The summer season was coming on. . . . . I remember distinctly a warm day, about the first of June, which the secretary of the Board of Trustees and myself had spent in the city from early morning until late in the afternoon without meeting success of any kind. . . . . As we were returning home, it was suggested that perhaps our friend, Mrs. Caroline E. Haskell, who had before expressed great interest in the cause, might be willing to assist in the work we were trying to accomplish. It was found that she had been considering very seriously the question of erecting a building upon the grounds of the University in memory of her husband, and in a few minutes she expressed her willingness to furnish the money for the erection of such a building. It was this gift that made certain the securing of the million dollars. The building, therefore, important as it is in itself, means more than at first would appear. In securing this building the University at the same time secured nine hundred thousand dollars, which, so far as one can see, would have been lost to the University but for Mrs. Haskell's timely help. . . . . On behalf of the Trustees of the University, I accept from Mr. Goodspeed, whom she has chosen to represent her upon this occasion, the keys of Haskell Oriental Museum, and I promise, on behalf of the University, that the building shall be sacredly set apart for the purpose indicated.

An address was delivered by Rabbi Emil G. Hirsch, who spoke with "eloquence, learning, and deep conviction" on the importance of oriental, and especially of Semitic studies for the understanding of man's religious capacity and destiny. The prayer of dedication was made by Rev. Dr. W. H. P. Faunce, of New York City.

For many years this building was used as the lecture hall of the Divinity School as well as for Museum purposes. In it also was the office of President Harper during the last ten years of his life, and of President Judson from 1906 to 1912.

The early years of the history of the University formed a period of extraordinary interest to those who had charge of its affairs.

One manifestation of enlightened liberality was followed by another until they were well-nigh bewildered by these exhibitions of the public favor. Something new, unexpected, surprising, was almost continually coming up. Nothing more gratifying occurred during those early years than the great offering made by Miss Helen Culver of Chicago in 1895. Information regarding it first came to the Trustees at a meeting held on December 14 of that year, when President Harper "laid before them a statement of interviews recently held by him with Miss Culver, resulting in her proposing to give the University one million dollars for the endowment and equipment of the biological departments." At the next meeting of the Board on December 19, 1895, he submitted a letter from Miss Culver to the Trustees in which she said:

It has long been my purpose to set aside a portion of my estate to be used in perpetuity for the benefit of humanity. The most serious hindrance to the immediate fulfilment of the purpose was the difficulty of selecting an agency to which I could entrust the execution of my wishes. After careful consideration I concluded that the strongest guaranties of permanent and efficient administration would be assured if the property were entrusted to the University of Chicago. Having reached this decision without consulting the University authorities, I communicated it to President Harper with the request that he would call on me to confer concerning the details of my plan. After further consideration, I now wish to present to the University of Chicago, property valued at one million dollars, an inventory of which is herewith transmitted. The whole gift shall be devoted to the increase and spread of knowledge within the field of the biological sciences. . . . . A portion not to exceed one-half of the capital sum thus given may be used for the purchase of land, for equipment, and for the erection of buildings. The remainder, or not less than one-half the capital sum, shall be invested, and the income therefrom shall constitute a fund for the support of research, instruction, and publication.

Among the motives prompting this gift is the desire to carry out the ideas and to honor the memory of Mr. Charles J. Hull, who was for a considerable time a member of the Board of Trustees of the Old University of Chicago. I think it appropriate therefore to add the condition, that, wherever it is suitable, the name of Mr. Hull shall be used in designation of the buildings erected, and of endowments set apart in accordance with the terms of this gift.

The *University Register* of 1894–95 said:

The "School of Biology" . . . . has been divided into the following independent departments: 1, Zoölogy; 2, Anatomy; 3, Neurology; 4, Physiology; 5, Botany; 6, Paleontology.

The need of a building, or, rather of several buildings, was more than urgent. It was distressing. It had been recognized by the Trustees from the beginning. As early as April, 1892, six months before the University was to open its doors to students the following action was taken by them:

Resolved, That the Board agrees to appropriate the first one hundred and fifty thousand dollars, available for such purposes, to the construction and furnishing of a biological laboratory.

From the beginning the need of a biological laboratory seemed never absent from the President's mind. He repeatedly referred to it in his quarterly Convocation statements and always with increasing urgency. At the Summer Convocation of 1894 he said:

The greatest need of the University today, beyond all question, is that of a biological laboratory. No group of departments in the University is more strongly manned, or has in it more definite promise of greater and richer results, whether in the line of instruction or investigation. Yet these departments, requiring the most carefully adjusted accommodations, are compelled today to occupy rooms, some in one laboratory, some in another, scattered about on different floors, without unity of plan, without adequate accommodations. The University has done its utmost to meet the demands of all departments organized. It is ready to confess, however, that to the biological departments, the obligations which it assumed in their organization have been less satisfactorily fulfilled than to any other. With Geology temporarily housed, with Physics, Chemistry, and Astronomy permanently provided for, there still remains the task of making the necessary provision for the great group of biological departments, Zoölogy, Botany, Paleontology, Physiology, and Anatomy. We cannot hope to make full provision at once, but the interests of science and the immediate interests of these departments demand that, within another year, there be erected at least one laboratory which shall meet pressing needs. It is literally impossible for the work to continue in its present quarters. The laboratory needed can be erected for one hundred thousand dollars. Who will build it?

At every succeeding Convocation he urged this need, enlarging on it in the December (1894) Convocation and reiterating it in the June (1895) statement, when he added the following cry of despair:

The situation in a word is so serious that we shall be compelled to give up a portion of the work already undertaken unless help comes most speedily.

Six months later came Miss Culver's great contribution for the biological departments. The funds were now, for the first time,

THE NORTH QUADRANGLES

The Hull Laboratories, as finally built, were four in number, the Zoölogical, the Anatomical, the Physiological, the Botanical, and were located at the north end of the original site of four blocks, midway between University and Ellis avenues. They formed a complete quadrangle. The four laboratories stood on the four corners, Zoölogy on the northeast, Anatomy on the northwest, Physiology on the southwest, and Botany on the southeast. A cloister, constructed of the same material as the laboratories and perfectly lighted by many windows, connected Botany with Zoölogy and Physiology with Anatomy. A covered gateway leading into the quadrangle separated, and at the same time connected, Zoölogy and Anatomy. The four laboratories were thus, in effect, under a single roof. On the south between Botany and Physiology was a high iron fence with an ornamental gateway, opposite the imposing north entrance, opening into the general University grounds. The space thus inclosed by the fence, the laboratories and the cloisters received the name of Hull Court, as the group of buildings was denominated the Hull Biological Laboratories. Were it not for the donor's desire to have the name of Mr. Hull emphasized, the quadrangle itself would long since have been formally designated the Helen Culver Quadrangle and it will be strange if it is not known by this name to posterity.

The cornerstones of the four laboratories were laid July 3, 1896, in connection with the University's Quinquennial Celebration. The general exercises of the cornerstone laying were held in a great tent set up in the central quadrangle. At the close of those exercises, the Trustees, faculties, and guests of the University, Miss Culver being the guest of honor, formed in line, and proceeded to the site of the Botanical Laboratory, where the Head of the department, John M. Coulter, said:

> This building is to stand for Botany in all its wide range. . . . . The equipment of a building, designed to provide for all phases of the subject, represents an important epoch in the history of the science. This building is to be a center of botanical instruction, but is also to be a center of botanical research. . . . . To the service of its students and to the service of the world is this building founded.

At the laying of the cornerstone of Physiology Professor Jacques Loeb said:

The building whose cornerstone we have just laid will be the first American laboratory dedicated exclusively to Physiology. . . . . If the building of this laboratory will lead the other universities of this country to follow the example of the University of Chicago, we may feel satisfied that today we are laying the cornerstone, not only of the Hull Physiological Laboratory, but of one of the arches on which the future civilization of the country will rest.

Professor Jordan read a statement, prepared by Professor Donaldson, at the laying of the cornerstone of Anatomy, saying:

In the world's history the study of the human body has marked each intellectual revival. . . . . For this study a splendid building is now set apart. . . . . It is our privilege to be present at the beginning of a noble enterprise. Hope, gratitude, and reverence bring us here, revering the spirit of this gift, sincerely grateful to the donor for the opportunity thus offered, and hopeful for the full development of those great principles of ceaseless labor and unhampered thought on which good learning and wide culture ever stand.

Head Professor Whitman, at the site of Zoölogy, said:

The Culver gift to Biology came to us all as a grand surprise. Our earliest days in the University were spent in the garrets and kitchens of a tenement house. We were then tenderly transferred to the unused corners of Kent Chemical Laboratory where . . . . we struggled for three years for bare existence. . . . . Just as our hopes had cooled to near the freezing-point came . . . . the story, told in all the brevity and gravity that befit great deeds: "*A gift of a million to Biology.*" . . . . The gift was great, but not too great for the purposes contemplated.

The participation of Miss Culver in the laying of the cornerstones added much to the interest of a memorable day.

The laboratories were finished in the spring of 1897, and dedicated on July 2, in connection with the Nineteenth Convocation. A dedicatory address was delivered in Hull Court by Professor William H. Welch of Johns Hopkins University on "Biology and Medicine."

In presenting the buildings to the University Miss Culver spoke as follows:

In some strenuous natures anxiety regarding a personal hereafter is largely replaced by an ardent desire to accomplish some real work here—"to produce," as Carlyle puts it. To them it is not enough to add somewhat, day by day, to the sum total of well-being. They long to preserve the life force from total dissipation at the close—to leave in concrete form a definite resultant of the life here and to give it such direction that it may move on as a continuation of personal effort. The son, it is hoped, may be heir to his father's spirit and

purpose, or by some other means power may be transmitted to succeeding generations and an immortality of beneficent influence be secured. It was in obedience to such a driving power that provision for these buildings was made. Since it has fallen to me to conclude the work of another, you will not think it intrusive, if I refer to the character and aims of the real donor. During a lifetime of close association with Mr. Hull, I have known him as a man of tenacious purpose, of inextinguishable enthusiasm, and above all things dominated by a desire to help his kind. Much of his time for fifty years was spent in close contact with those most needing inspiration and help. He had also profound convictions regarding the best basis for social development in our country, and these directed the energies of his life. Looking toward the close of activity, it was for many years his unchanging desire that a part of his estate should be administered directly for the public benefit. Many plans were discussed between us. And when he was called away, before he could see the work begun, I am glad to know that he did not doubt that some part of his purpose would yet be carried out. He would have shared our joy in this great University, could he have foreseen its early creation. And it would have been a greater pleasure added could he have known the wide diffusion of its benefits sought by its management. As already indicated, apart from my own interest in the matter, I have looked upon myself as the guardian of a trust, only the more sacred because unexpressed. That burden, Mr. President and members of the Board of Trustees, I have laid upon you, and upon all those who are to work within these halls. To you and to them I pass the name, which no son or daughter is left to wear, with the material inheritance, the advantages, and duties attaching thereto.

I have believed that I should not do better than to name, as his heirs and representatives, those lovers of the light, who, in all generations, and from all ranks, give their years to search for truth, and especially those forms of inquiry which explore the Creator's will as expressed in the laws of life, and the means of rendering lives more sound and wholesome. I have believed that moral evils would grow less as knowledge of their relation to physical life prevails—and that science, which is knowing, knowing the truth, is a foundation of pure religion. . . . . Mr. President and gentlemen, I leave the buildings and my responsibility with you."

In receiving the buildings President Harper spoke with great feeling. Briefly he told again the story of the way the million dollars was given for the equipment of a school of the biological sciences, the story which has here been given. He spoke of the modesty of the donor who considered it not as her contribution, but as that of Mr. Hull, for whom she desired to be regarded as trustee. He referred to Mr. Hull's connection with and interest in the Old University as uniting in an interesting way the former institution with

the present one. In addition to Anatomy, Physiology, Zoölogy, and Botany, the Departments of Pathology and Bacteriology found their homes in the Hull Laboratories, and the work of the medical students was here conducted. It was particularly gratifying to the authorities that these laboratories were built for the sum appropriated—three hundred and twenty-five thousand dollars. The impressive gateway was the gift of the architect Henry Ives Cobb.

A week after the University opened its doors to students on October 1, 1892, the secretary made the following statement:

> The first week has been signalized by a new benefaction, so splendid that it will be forever memorable in the annals of the University. Charles T. Yerkes has arranged to build one of the completest astronomical observatories in the world. When the Old University secured its telescope with an objective eighteen and one-half inches in diameter, it possessed the largest instrument then in existence. Since that time telescopes have been made having objectives of twenty, twenty-three, twenty-four, twenty-five, twenty-six, twenty-seven, twenty-eight, thirty, and thirty-six inches. There seeming, just at this time, to be an opportunity to secure a telescope having an objective of forty inches, President Harper laid the matter before Mr. Yerkes. With that quick and generous liberality which has distinguished the patrons of the University, Mr. Yerkes at once took steps to enable the University to secure this great prize.

It was expected, at the time, that the Observatory would be built as soon as the architect, Mr. Cobb, could prepare the plans. It soon developed, however, that the work could not be hastened. At the outset it was supposed the Observatory would be located in Chicago. But it soon appeared that there were insuperable objections to a city location, the chief one being the smoke of Chicago which so often obscures the sky. Inquiries were therefore begun as to the best location outside the city. An astonishing interest was immediately manifested in many communities to secure the location of the Observatory in their neighborhood. Many offers of land and money were made to obtain the prize. The question of the location having been referred to Mr. Ryerson and President Harper, they carefully considered the proffers made and the advantages and disadvantages of the various locations suggested. In their final report, submitted March 28, 1893, in making

which they were greatly aided by Professor George E. Hale, who was in charge of the department, the committee said:

> There being many conflicting opinions, it was deemed wise to confer directly with the leading astronomers of the country. A series of questions, prepared by Mr. Hale was sent to Professors Hough, Newcomb, Langley, Keeler, Pickering, Burnham, Young, and Hastings. . . . . A summary of the replies has been prepared by Mr. Hale. . . . . In all twenty-six places have received consideration; namely, Morgan Park, Tracy, Highland Park, Downers Grove, Hinsdale, Mt. Pleasant, Western Springs, La Grange, Glen Ellyn, Lake Geneva, Elmhurst, Elgin, Rockford, Peoria, Aurora, Waukegan, Belvidere, Sycamore, Marengo, Lena, Kankakee, Warren, Oregon, Princeton, Dixon, and Pasadena, California. . . . . Of all the locations offered that one which seems to your committee to possess the greatest number of advantages is Lake Geneva, Wisconsin. . . . . It is conceded by all concerned that no site thus far suggested combines in itself so many of the requirements, or any of the requirements to so great a degree. The site is high and beautifully located, the atmosphere is clear, without danger from the encroachment of manufactories, railroads, or electric lights.

In accordance with this recommendation Lake Geneva was ultimately chosen as the site for the new Observatory, John Johnston, Jr., giving about fifty-five acres of land near Williams Bay, a site beautiful for situation, overlooking, from a lofty elevation, almost the entire area of the lake.

The great object glass of the telescope was made by Alvan G. Clark & Sons of Boston. The telescope was made by Warner & Swasey of Cleveland, and was exhibited in the World's Fair in Chicago in 1893 in the Manufactures Building. It was not until after long delay that the plans were completed and the building of the Observatory was begun in the spring of 1895. It was this delay that brought the Observatory into the second era of building. Meantime, President Harper had received from William E. Hale of Chicago, the father of Professor George E. Hale, the following letter:

CHICAGO
June 30, 1894

DEAR SIR:

It gives me pleasure to offer to give to the University of Chicago the astronomical, physical, photographic, and mechanical equipment of the Kenwood Observatory, to be taken by you where it is now located on Forty-sixth Street, at such time as your Observatory buildings are prepared to receive it.

The equipment consists of a twelve-inch equatorial telescope, with visual and twelve-inch lens for photographic work, including its pier and dome. a spectroheliograph and other attachments for solar and stellar obser- ns and photography. Also other physical, electrical, photographic, and nomical apparatus and fixtures, together with a machine shop for fine anical work, all of which I value at thirty thousand dollars.

You are at liberty to use the above apparatus, and the building in which nds, until such time as your new Observatory is ready to receive it.

Yours very truly,

W. E. HALE

gift was regarded as a very valuable addition to the facilities equipment of the plant. The new Observatory was finished 897, and formally delivered by Mr. Yerkes to the University, ugh Mr. Ryerson, the President of the Board of Trustees, dedicated on October 21 of that year. The formal exercises edication had been preceded by a conference of astronomers a all parts of the country. Several hundred guests witnessed ceremonies of dedication. The address was delivered by Pro- or James E. Keeler, director of the Allegheny Observatory, n the subject, "The Importance of Astrophysical Research and Relations of Astrophysics to Other Physical Sciences." Mr. kes in presenting the Observatory to the University represented he President of the Board of Trustees, said:

President, Ladies and Gentlemen:

After five years of patient waiting and incessant labor, we are brought ther to perform the agreeable duty which has been in our minds during the le of that period, namely, the dedication of this Observatory. It was in ber, 1892, that Dr. Harper and Professor Hale arranged for the manu- ure of the telescope and building the Observatory, and since that time the s has been incessant. Before this, however, three years had been spent reparing the rough glass, making eight years in all which were required to luce what we now have before us. The anxiety of those who were so ly interested in the work can scarcely be imagined, for, as they followed ep by step from its incipiency to its finish, many doubts and fears naturally sed their minds. As no glass had ever been made of the size of this, there no criterion to go by, and it was necessary to leave everything to the future. n, again, there was the risk of accident, and when the glass was safely ed in its final resting-place, the hearts of many who are now present beat h more freely and with greater satisfaction than they had since the pro- ing of the work. A priceless gem, to these gentlemen, was at last in

safety, and when we consider what would have been the result in case of accident—six years of sincere work being thrown away, and six years more would surely elapse before the same results could be obtained—we can imagine something of their feelings of satisfaction when they saw the final accomplishment of their labors. That we have done a good deed, and one which will revert to our satisfaction, we have no doubt. . . . . That the work will produce good results, I am, after a thorough examination, fully satisfied, and my satisfaction is still more intense when I learn of the great and enthusiastic men which the University of Chicago has gathered around it for the purpose of taking charge of the work to be performed in this Observatory; and I therefore, with the fullest feeling of satisfaction and pleasure, turn over to you this structure, with all its contents, feeling satisfied that it is now in the best of hands, and that the labors here will be serious, conscientious, and thoroughly done. I feel that in your attempts to pierce the mysteries of the universe which are spread before you by our great Creator, the enthusiasm of your natures will carry you to success.

Mr. Ryerson, on behalf of the Board of Trustees of the University, accepted the gift, saying in part:

When the many expressions of gratitude have found utterance on this occasion, there will remain, what must be a source of even greater gratification to Mr. Yerkes, the continuing and increasing usefulness of his great gift. I use the word "usefulness," not only because I am convinced that we are here at the inception of a great work which will justify itself by the practical value of its results as well as by the ideal nature of its aims, but also because I feel that in an age when so much of the ability and energy of the community is devoted to the advancement and the improvement of material conditions, each new agency for the upholding of the ideals of life through the cultivation of science for its own sake has a usefulness of the highest order. We need not fear the materialism of an age in which an intense pursuit of the useful and the practical is accompanied by an ever-widening conception of true utility, in which the satisfaction of intellectual demands is keeping pace with the meeting of physical requirements. Let us by all means be practical, if we can at the same time broaden our conception of the meaning of the word so that it may include that development of the intellectual side of life without which any improvement of material conditions is absolutely vain. While recognizing fully the great practical services which Astronomy has rendered to the world, I still feel that its proudest claim to recognition and appreciation must dwell in its tendency to establish and maintain in the feelings of mankind the conviction that, amid the services of science, the increase of knowledge for the sake of knowledge is not the least.

Mr. Yerkes, on behalf of the Board of Trustees of the University of Chicago, I accept your generous gift, and I assure you that we feel sincerely grateful for the new force for the advancement of learning which you have placed

THE YERKES OBSERVATORY

in our hands. We appreciate highly the liberality with which you have from the beginning encouraged the broadening conception of this great work, and we desire to bear testimony to the breadth of the views which you have always expressed in relation to its aim and its scope. We shall endeavor so to administer the trust committed to us as to fulfil your highest hopes and expectations.

An address by the President of the University followed, in which he said:

We have been witnesses of a great act. . . . . This is the latest act of a long series, and, very naturally, as this act has been performed, my mind has been carried back through these five years of serious and laborious struggle to that moment when, with words perhaps still fewer in number, and with a spirit which, at all events, seemed, if possible, more gracious, Mr. Yerkes took the initial step in an undertaking, the name and fame of which have gone around the world. On Tuesday morning, October 4, 1892, when the doors of the University had been open only three days, Mr. Yerkes consented to purchase for the University the forty-inch objective. Under date of December 5, 1892, he wrote as follows:

"It was with much satisfaction I learned from you that a lens for a large telescope could be purchased immediately; and I informed you that I would purchase the lens and have it finished; that I would also pay for the frame and mountings of the telescope, so that the two together would make a perfect telescope, to be the largest in the world, namely, with an objective disk of forty inches clear. You gave me figures which you supposed the telescope would cost; and I readily agreed to invest that much money in the undertaking. Since then I have felt it proper that the telescope should have a home, to be paid for by me; and I have concluded to add to my gift an Observatory necessary to contain the instrument. I have already authorized you to arrange with the owners of the glass for the transfer of their rights in it to the University. I have made a contract with Alvan G. Clark & Sons for finishing the glass. I have also agreed upon the price, and have everything ready for the signing of the contract with Messrs. Warner & Swasey for the frame and mountings."

From that day to the present moment, the work of making plans for mountings and buildings, the work of negotiation for location, and the work of actual construction has gone on slowly, to be sure, but without interruption. . . . .

In our thought of the gift as a whole we must not lose sight of the several parts which together constitute it. There was first of all the forty-inch objective, the greatest and last work of its maker, Alvan G. Clark. We see before us the equatorial mounting of the objective, which, with the ninety-foot dome above us, and the rising floor on which we sit are evidences of the skill and thorough workmanship of the builders, Messrs. Warner & Swasey. The

objective cost, when finished, sixty-six thousand dollars; the equatorial mounting, fifty-five thousand dollars; the dome and rising floor, forty-five thousand dollars. To these there must be added, as distinct gifts, the thirty-foot dome for the southeast tower, which cost seven thousand dollars; the twenty-six foot dome and mounting of the Kenwood telescope; likewise the stellar spectrograph, constructed by Mr. J. A. Brashear, costing three thousand dollars; besides all these, the building, with its piers for the instruments, its steam-heating plant, engines, dynamos, and motors, the cost of which has been in round numbers one hundred and thirty-five thousand dollars.

On this occasion we must make acknowledgement of three additional gifts which have already come to the Observatory. First of all, the grounds on which it has been built, consisting of fifty-five acres valued at fifty thousand dollars, a contribution of Mr. John Johnston, Jr.; second, the instruments and equipment of the Kenwood Observatory, presented to the Yerkes Observatory by Mr. William E. Hale; and third, the gift of Miss Catherine Bruce of New York City of seven thousand dollars for a ten-inch photographic telescope with building and dome. . . . .

Has the forty-inch object glass stood the test, and are the atmospheric conditions satisfactory? These questions have already been answered many times. Test after test has been applied. The following statement is made officially by the Director:

"(1) Objects beyond the reach of any other telescope in existence have been discovered. The closest double stars have easily been divided by Professor Burnham. The spectrum of the sun's atmosphere close to the surface has been found by Professor Hale to contain a great number of bright lines hitherto unknown. The photographs of stellar spectra taken show that the glass, because of its great light-gathering power, is particularly suitable for spectroscopic observation of the stars. (2) The steadiness of the telescope mounting is so great that Professor Barnard finds his micrometrical measures of star positions, diameters of planetary nebulae, positions of the satellite of Neptune, etc., to be far more precise than any he has previously obtained. (3) The atmospheric conditions at night are frequently very fine indeed. The best seeing here is not surpassed by the best seeing at the Lick Observatory, though in the course of a year there would be more good nights at Mount Hamilton. On the other hand, the atmospheric conditions during the day are much superior to those of the Lick Observatory. The conditions for solar work, considering both instruments and atmosphere, are probably much better than those enjoyed by any other observatory."

Mr. Yerkes, President Ryerson has expressed to you the appreciation of the Board of Trustees for this great gift toward the resources of the University. On behalf of the students and instructors, on behalf of the University of today, and the University of the future, I thank you for the word spoken five years ago, for the word you have spoken today—the word which gave the University the gift.

The work of Mr. Yerkes for the Observatory which bore his name was crowned by a bequest for its benefit of one hundred thousand dollars.

In 1897–98 the attendance of women students had increased from less than two hundred in 1893 to more than a thousand. There had come to be a most insistent call for additional residence halls to receive these growing numbers. It was under these circumstances that Mrs. Elizabeth G. Kelly, who had already given fifty thousand dollars for a women's hall, once more brought the needed help. On May 17, 1898, Mrs. Kelly sent to the Trustees a letter in which she said:

> President Harper and Mr. Goodspeed having called my attention to the great desire of the University to complete the erection of the hall for women between Kelly and Beecher halls, I hereby agree to turn over to the University, for this purpose, securities amounting to fifty thousand dollars, on the following conditions, viz., The building shall be called Green Hall, in memory of my parents. The University shall pay me five per cent per annum on the said sum of fifty thousand dollars, viz., two thousand, five hundred dollars annually during my life. The University shall place in the hall a memorial tablet bearing the names of my father and mother. At my decease the fund thus contributed is to be the property of the University of Chicago.

Mrs. Kelly's reference to "the hall for women" relates to a movement among the women of the city, inaugurated during the raising of the million dollars in ninety days, to raise a fund for a building for women students from a considerable number of subscribers. A number of women contributed to this fund, Mrs. Martin Ryerson, Mr. Ryerson's mother, giving ten thousand dollars, and the foundations of the building were put in between Beecher and Kelly when those halls were built. It was to complete this building, begun six years earlier, that Mrs. Kelly's second contribution was made. The plans for the three halls required that the central section, which was the one to be finished, should be five stories in height, Beecher and Kelly each being four. It also exceeded them in length. Its total cost, including the foundations, laid six years earlier, was seventy-two thousand dollars, and Mrs. Kelly in the end very generously provided this entire sum. Green Hall provided a home for sixty-seven women. It was opened to students on January 1, 1899.

This second period of building had covered something more than three and one-half years. It added to the University's material equipment seven buildings. With their furniture, and fully equipped for use, they represented an expenditure of about nine hundred thousand dollars. They were given to the University by its Chicago friends. The money for them had been secured almost without effort. Much of it had been proffered without solicitation, and the rest had been given quite as freely. When this second era of building ended, less than eight years had passed since the breaking of ground for Cobb Hall in November, 1891. The twenty buildings erected during these seven years had cost, with their equipment, more than two million, two hundred thousand dollars, all except one hundred thousand contributed by the friends of the University in Chicago. These seven years included both the first and second building eras of the University. They witnessed an astonishing outpouring of money for the cause of education. They showed in an extraordinary manner the appeal the new University had made to the imagination, the idealism, and the spirit of altruism of Chicago. During these years the benevolence of its people was awakened and developed as never before, every institution of religion, education, and charity profited by that awakening, and all subsequently found a response to their appeals before unknown. The University helped Chicago to find itself as a city of idealism and benevolence, fired it with the enthusiasm of giving, and opened wider the fountain of wealth flowing in increasing volume to bless the city and the world.

CHAPTER XII

FURTHER EXPANSION

The history of the University may almost be written in the history of its expansion. In describing the successive steps in enlargement the historian tells very largely the University's story. In the earlier half of the first quarter-century, this was particularly true. During the first twelve years these enlargements were continuous and costly. They were for the most part made in advance of adequate provision for their financial support. This policy was pursued, partly because of the difficulty of making in advance accurate estimates of the cost of plans that were continually enlarging, or accurate estimates of receipts; partly because of the increasing public interest, expectation, and financial response; partly because the need and demand for enlarged facilities were ever increasing; partly because new opportunities for great educational service were ever opening; partly, perhaps in main part, because President Harper had an abiding and a well-founded conviction that Mr. Rockefeller, when necessary, would not fail to provide for current expenses, and eventually, by permanent endowment, for every necessary or desirable enlargement. The current expenses increased annually by leaps and bounds. But President Harper's faith was regularly justified by new gifts from Chicago friends, and by new and greater gifts from the Founder, both for the enlarged current expenses and for the endowment necessary to furnish permanent support for them. Although Mr. Rockefeller had been cheerfully meeting the ever-enlarging demands upon him, by 1903 the time had arrived when all concerned, the Trustees no less than Mr. Rockefeller, had come to feel that the permanent interests of the University required a more conservative financial policy. It was therefore, as already related, determined unanimously in December, 1903, that thereafter the annual budget could and should be strictly adhered to and no additional financial commitments should be made, for which funds were

not provided, either by Mr. Rockefeller or by others, in advance. It was at the time a grievous disappointment to lay aside great plans for further enlargement, and the change of policy did, indeed, arrest for several years any further important steps of progress, except as made by the Founder himself in greatly enlarging the site. The University meantime came to stand on a sound financial basis. It established correct precedents for the guidance of future administrations and, with the new policy recognized and established, Mr. Rockefeller renewed his gifts on a far greater scale than before.

As has been told in an earlier chapter, eight great steps in enlargement had been taken before the University opened its doors to students. The first of these was the giving by the Founder in September, 1890, of his first million-dollar subscription, designed to transform the College into the University with its Graduate School. The second was the agreement with the Baptist Union Theological Seminary, consummated in April, 1891, by which that institution became the Divinity School of the University, professional being thus added to graduate instruction. The third was the Plan of Organization, President Harper's educational plan, which looked to the development of the University into a most comprehensive system of Divisions, Colleges, and Schools. The fourth was the enlargement of the site in June, 1891, from three to four blocks, or from seventeen to twenty-four acres. The fifth was the organization in 1892 of the Ogden Graduate School of Science, consequent on the assured receipt in the future of the William B. Ogden bequest. The sixth was the provision made by Mr. Rockefeller's second million-dollar contribution in February, 1892, for an increase in the teaching force and a more liberal salary basis for professors, particularly heads of departments. The seventh was the raising of the million dollars in ninety days providing for eight great buildings. The eighth step was the appointment of a much larger teaching staff and the organization of the work generally on a much larger scale than had been at first contemplated.

In the present chapter nine further steps in advance will be recorded.

In October, 1892, the President's confidence that the golden stream would continue to flow was again justified. The story has been told, in the chapter on "The Second Era of Building," how, during the very week in which the University opened, Mr. Yerkes agreed to provide it with the largest telescope in the world and a suitable Observatory in which to house it, and how the Observatory was built.

When the University opened George E. Hale, a young astronomer, was pursuing his scientific work in an observatory his father, William E. Hale, had built and equipped for him in Chicago. President Harper soon found this young astronomical enthusiast, recognized his genius, and secured him as Associate Professor of Astrophysics, without salary, in the first faculty. Mr. Hale was also Director of the Observatory, his own Observatory, and the total expense of the Department of Astronomy with a docent under Mr. Hale was about fifteen hundred dollars a year. The contributions of Mr. Yerkes, providing the University with the great telescope and the Observatory at Lake Geneva, Wisconsin, changed all this. Although the Observatory was not ready for use till 1897, five years after the first notice of the purpose of Mr. Yerkes to furnish the astronomical equipment, the increase in the staff of the department began without delay. Two additional appointments were made in 1893. Another followed in 1894. And when the Observatory opened the staff consisted of the Director, three other professors, one associate professor, two instructors, one associate, and one assistant. There was also an optician, making the staff ten in all. Meantime the *Astrophysical Journal* had been founded, and the announcement was made in the *Register* for 1897–98 that the publications of the Observatory would include "Bulletins of the Yerkes Observatory, containing announcements of results and discoveries, ... notes on the work of the Observatory, ... and Annals of the Yerkes Observatory . . . . with accounts of special researches." The maintenance of the Observatory required an engineer and other helpers. It is not to be wondered at that the Department of Astronomy, with this remarkable development in the course of less than five years, had, at the end of that period an annual budget of expenditures of more than

twenty-three thousand, five hundred dollars. This, of course, was only the beginning. The development of the department, with its great telescope, its splendid Observatory, its staff of astronomers, was inevitable. It would have been a palpable absurdity to have provided so wonderful an equipment and made no adequate use of it. Such use was made of it. Distinguished astronomers were engaged. The young Director, Mr. Hale, quickly made a great name for himself, and in 1905 was called away to take charge of the great observatory on Mount Wilson, California. Houses were built at Lake Geneva for the astronomers. The work of the Observatory increased, and its services to the science of astronomy were conspicuous. The University could not withhold the necessary facilities. The inevitable result was that expenditures increased from year to year till they approximated forty thousand dollars annually. The great contribution of Mr. Yerkes, therefore, so honorable to him, and so acceptable to the University, occasioned an expansion of its work requiring an endowment of nearly or quite a million dollars to carry it on, all of which came in due time. This was the first of the further steps in expansion.

The second step was the inauguration of the policy of publishing departmental journals. President Harper held very strong views as to the desirability of this step. It is not too much to say that he regarded the establishment of such journals as an essential feature of a true University. He had determined to make it a prominent feature of the University of Chicago. His ideal of a university professor was that he should be much more than a teacher of students. He made it understood that this ideal professor would also be an investigator and a producer. Instruction, research, production, all these were essential. At the March, 1894, Convocation he said:

> The University has organized its staff in two divisions. One division gives instruction *in* the University; the other gives instruction *away* from the University. Of members of both divisions production is expected. The amount of instruction required by the statutes of the University is comparatively small. It has been made small in order that men might have time to do a kind of work, the influence of which will be felt abroad as well as at home. It is the duty of every officer to consider carefully whether his individual work is arranged in such a manner as that he shall be able to perform his full

duty toward the students who have placed themselves under his care; whether also he has time for that work which in a university must be recognized as higher than instruction—the work of production. . . . . No man becomes a member of the University staff of whom great things are not expected. The University will be patient; for there is no greater folly, no more common folly, than that of making public what is not yet ready for the world to know. The University, I say, will be patient, but it expects from every man honest and persistent effort in the direction of contribution to the world's knowledge.

It was necessary, therefore, that journals should be established through which the results of the professors' investigations could be made known to the public. The President's plan contemplated a journal for every department, or at least for every group of closely allied departments. It was his confident belief that these journals, with the prestige of the University behind them, would be self-supporting, if not financially profitable.

With these views it is not to be wondered at that President Harper strongly urged from the beginning the starting of departmental journals. His recommendations did not meet with as cordial a response from the Trustees as almost always greeted his proposals. Such was the confidence of the Trustees in him, that, as a rule, what he proposed they approved. Such was their affection for him that it hurt them to refuse any request he made. Their impulse was to give him anything he wanted. When, however, it came to entering into the business of publishing journals they hesitated. But there was something about the President's faith that was peculiarly contagious, and when he urged the great educational value of the undertaking opposition disappeared.

As has been related in the story of the first year, the *Journal of Political Economy* was the first to be established. At the second Convocation, only six months after the University opened its doors, the President was able to say:

No part of our university work has attracted the attention of the outside world more than that which is represented in the University Press. The *Journal of Political Economy*, of which the second number has appeared, and the *Journal of Geology*, the first number of which has been published during the last quarter, give evidence of what in time may be expected in other departments. It is a source of regret that the money is not at hand for the publication of work already prepared in other departments. Papers of great value await the necessary means for publication.

Some of these papers did not have long to wait. Before the end of the first year the *Biblical World*, the *American Journal of Semitic Languages and Literatures* (then called *Hebraica*) and the *University Extension World* furnished new channels for publication. Now and then the raising of a temporary fund secured the consent of the Trustees to the establishment of a new journal. This was the case with the *Astrophysical Journal*, first issued in 1895. Ten men subscribed a fund of a thousand dollars a year for five years toward the expense of publication. In 1895 the *American Journal of Sociology* was established, and in 1896 the *Botanical Gazette* and the *School Review*. In 1896 also the *University Record* succeeded the *Quarterly Calendar*, as it was felt that a much larger and fuller record of the life of the University was needed than the small *Calendar* had up to that time provided. At the beginning of 1897 the first number of the *American Journal of Theology* was issued. In the conference between President Harper and Mr. Gates in December, 1897, the President stated that the number of copies of the various journals printed for distribution in 1898 would be one hundred and fifty thousand. After 1897 no new journals were added to the list for four years. Then a new period of activity began. The Chicago Institute which became the School of Education of the University of Chicago in 1901 brought with it a journal which after two changes of name became the *Elementary School Journal*. In 1903 *Modern Philology* appeared, in 1905 the *Classical Journal*, and in 1906, *Classical Philology*.

It cannot be doubted that the publication of so large a number of journals must be recorded as a decided expansion in the work of the University. This work of publication was properly considered by the Trustees as a part of the University's educational service. It was never in their minds a business enterprise. They had every reason, however, to be gratified with the high character of the work done by the journals and to feel that they were educationally profitable and useful.

The same thing may be said of the publishing work of the University in general. In the first quarter-century of its history the University Press did a very considerable work in the publication of books. The primary aim was to issue books that had an essen-

tially educational value. It was understood that, in many cases, these books, whose intrinsic value made their publication desirable, would never yield a profit. A committee was formed whose duty it was to examine works offered for publication. If they were found to be of little educational and scientific value they were refused. If, on the other hand, they were distinctly worthy they were recommended to the Trustees for publication. And in such cases the fact that they might not pay the expense of publishing did not shut them out from favorable consideration. It is not to be understood that the books published by the University Press were never financially profitable. Large numbers of books were issued at the expense of the authors. Very many were profitable ventures. But they were not always paying ventures and were not always expected to be. They were books worth printing and were a part of the educational service of the University to the world. The books published during the first quarter-century numbered above eight hundred and fifty, of which seven hundred or more were still in print at the end of that period. By the scholars of the University the establishment of the journals and the publishing work of the Press were regarded as a stroke of genius on President Harper's part. It is certainly true that the example of the University was widely followed by other institutions.

The University began to grow during its first year. The number of its students increased rapidly. With this increase of students the number of instructors naturally and, indeed, necessarily increased. This natural growth is not here treated as expansion. It cannot be divided into distinct steps. It was continuous, natural, and, under the circumstances, inevitable. It was one of the results of those successive steps in expansion which are here presented and which were so marked a characteristic of the early history of the University. Among these steps none were more pronounced than the establishment of new departments of instruction. The addition of a department was in every sense of the word a new step in expansion. Not less so was the division of a single department into two or more. This did not always look like expansion at the moment. It looked rather like a simple and more natural rearrangement of departments. No very

considerable increase in expenditures necessarily took place at once. In this way what proved to be a very considerable expansion occurred in the first year of the work of instruction. In closing his second Convocation statement in April, 1893, the President said:

> At the request of the Head of the Department of Biology this department has been reorganized into five distinct departments, viz., Zoölogy, Botany, Anatomy, Neurology, and Physiology.

This proved to be not reorganization merely. Later in this chapter the story will be told of the way in which it developed necessarily and quickly into enlargement. The first part of the story only belongs here. During the first two years there was no instruction in Botany. In July, 1894, President John M. Coulter of Lake Forest University became a lecturer in Botany and came to the University three times a week to lecture. An assistant was appointed. Students appeared in increasing numbers, and two years later President Coulter, resigning at Lake Forest, accepted the headship of the department, the teaching staff then comprising six members. In these same years the departments of Archaeology and Paleontology were added. In 1900 Pathology was organized. In the meantime the Department of Practical Sociology had been developed in the Divinity School. At the beginning Psychology was taught in the Department of Philosophy, but in 1904 was erected into a separate department. The same thing was true of Education. Known, when first organized separately, as Pedagogy, it later became, with perhaps some modification, the Department of Education. In 1903 the Department of Household Administration was organized, and about the same time the Department of Geography. Ten years then passed without further steps in the way of adding new departments. It was not until 1913 that Hygiene and Bacteriology were made a distinct department.

Bearing in mind that at the opening of the University in 1892 Biology was a single department, though soon expanded into five, it may be said that in twenty-five years there was an increase from twenty-three to thirty-three departments. Here also belong the lectureships that were from time to time established. In 1894, Mrs. Caroline E. Haskell established two permanent lecture-

ships, endowing each with twenty thousand dollars. Both came out of the interest awakened by the great religious gatherings of the World's Fair of 1893. On May 5, 1894, Mrs. Haskell wrote to President Harper as follows:

> I have been informed that Professor G. S. Goodspeed and others associated with the University of Chicago have expressed the earnest hope that the friends of the University, recognizing the great interest aroused by the Parliament of Religions, would endow a lectureship on the Relations of Christianity to the Other Faiths of the World. I take pleasure in now offering to the Trustees of the University of Chicago the sum of twenty thousand dollars, to establish and perpetuate a lectureship of Comparative Religion by which at least six lectures shall be delivered annually, before the students, teachers, and friends of the University.

This lectureship bore the name of the donor.

On October 12 of the same year, 1894, Mrs. Haskell established the second lectureship with a similar endowment of twenty thousand dollars. In her letter of gift she said:

> These lectures, six or more in number, are to be given in Calcutta, India, and, if deemed best, in Bombay, Madras, or some other of the chief cities of Hindustan, where large numbers of educated Hindus are familiar with the English language.

Mrs. Haskell desired to establish a course of lectures,

> in which, in a friendly, temperate, conciliatory way . . . . the great questions of the truths of Christianity, its harmonies with the truths of other religions, its rightful claims, and the best methods of setting them forth, should be presented to the scholarly and thoughtful people of India. . . . . It is my request that this lectureship shall bear the name of John Henry Barrows.

The Barrows Lectures were delivered once in three years by distinguished men and were regarded as highly useful.

In 1915 Mr. and Mrs. Jesse L. Rosenberger provided the Nathaniel Colver Lectureship and Publication Fund. Mrs. Rosenberger being a granddaughter of Dr. Colver, who was one of the founders of the Divinity School, desired thus to honor his name.

Along this same line was the organization in 1898 of the College of Commerce and Politics, later the School of Commerce and Administration. The College was organized in response to the growing demand for courses which should aid in fitting students for careers in the practical professions of the various branches of

business, charitable and philanthropic service, and public service. After 1902 the College ranked as a separate professional school. For several years the curriculum was made out by selecting appropriate courses from those offered in various departments. But it was found that this effort made to restrict expenses made the development of the College impossible. In 1908 President Judson, in reporting to the Trustees, said:

> In order to make this College what it ought to be and make it fairly comparable with work already organized at Harvard and other institutions, I estimate that there should be added to our budget eighteen thousand dollars. This will provide for the most important lacks in the present organization and enable us to do the work in a way worthy of the University.

The opportunity for caring for the College properly came in 1910 when Mr. Rockefeller made his final gift. Professor L. C. Marshall had been made Dean of the College in 1909. It soon began to assume new importance and take on new proportions. Appropriations grew with its growing work. Its field came to cover both undergraduate and graduate work. The number of students increased, and everything promised, as the first quarter-century ended, a great and useful future for the School.

About the time the College of Commerce and Administration was established, in 1898, Mrs. Emmons Blaine promised the University five thousand dollars a year for five years to provide for the extension of University work to the public-school teachers of Chicago. This was to be done through classes conducted in the center of the city. The work was organized as the University of Chicago College for Teachers. The University Extension Class work in the city very soon became a part of it, and the name was changed, becoming in 1900 University College. It now offered not only to teachers, but to all persons who desired a college education and could not go to the University quadrangles for it, opportunity to secure it in afternoon, evening, and Saturday classes. It was a real college. The University instructors taught in it the same courses they taught in the University. The courses were "the same in amount and quality of work as other University courses, and they all are fully credited toward University degrees. Conditions concerning admission, advanced standing, and degrees

are the same as those governing the other colleges." A few preparatory studies at first offered were later discontinued, but some graduate courses continued to be given for advanced students, chiefly teachers in the high schools. The first dean of the College was Professor Edmund J. James, later president of Northwestern University, and still later of the University of Illinois. When the five years came to an end Mrs. Blaine continued her help for a time longer. But the burden on the University budget, which the Trustees were determined to keep within bounds, continued to increase. In 1905–6, therefore, the expensive quarters in the center of the city were given up and the classes were conducted at the University. The College continued to demonstrate its vitality and to give to President Judson and the Trustees assurance that it was supplying a real and great need. Just as soon, therefore, as the endowments of the University justified the step, the work of the College was again transferred to the center of the city, and every encouragement was given the enterprise. The attendance of students rapidly increased until it exceeded fourteen hundred annually, and under the wise management of Dean O. W. Caldwell University College became self-supporting.

Much has already been said of the great contribution of Miss Helen Culver, approaching a million dollars, for the biological sciences. Attention is here drawn to it because its acceptance was another great step in expansion. The biological departments had, indeed, been organized, before this contribution was made, on a scale requiring much more ample provision than was made by the Culver and Ogden funds combined. In this respect the Culver donation was a partial provision for a great step in expansion already taken. The beginning of that step, already referred to in this chapter, was the division of Biology into five distinct departments. Although there was no laboratory for these departments and their work was done in temporary, rented quarters, in the two years and a half following this division the five departments had become six and the number of instructors had nearly doubled. The nine instructors of the first year would have made Biology a strong department, but the sixteen of 1895 made little more than skeleton departments of the six into which Biology, at that time,

had been divided. Nevertheless this expansion had multiplied the expenditures for the biological sciences by three in less than three years. The great contribution of Miss Culver provided in part for these increases and fully justified them. The use made of a portion of that contribution opened the way for further enlargement. It will be recalled that when Professor Whitman accepted the headship of Biology it was understood that a laboratory was to be provided for the department. Instead of one building, four laboratories were now erected and equipped. This large provision of buildings and equipment naturally opened the way for all that followed. One new department, Paleontology, was established almost immediately, and between 1895 and 1901 the number of instructors in the biological departments increased from sixteen to thirty-four. A very extensive equipment having been provided, the adequate manning of the departments was natural. Skeleton departments in four great buildings would have been an absurdity. In the end, the munificence of Mr. Rockefeller made this step only a natural part of an orderly and triumphant progress.

And now came a very great step in advance. In 1896 the Chicago Manual Training School was put into the hands of the University. This school had been established by the Commercial Club of Chicago in 1882. It was located on the corner of Twelfth Street and Michigan Boulevard, where it had been conducted most successfully by its head, Dr. H. H. Belfield. It had an endowment fund of fifty thousand dollars given by John Crerar, founder of the Crerar Library, a large but poor building, and a valuable site, the property being finally sold for about two hundred thousand dollars. Soon after Professor John Dewey was made head of the Department of Philosophy (1894), the Department of Pedagogy (later Education) was organized, and Mr. Dewey was made its head also. As a laboratory for the department the University Elementary School was started and attracted much favorable attention. In it Mr. Dewey's theories of elementary education were worked out with much success. In the early nineties E. O. Sissoon, a graduate student in the University, established the South Side Academy in proximity to the University. The school had a successful history, as far as the

COBB GATE, HULL COURT

attendance of students was concerned, and at the end of eight years and a half had a surplus in its treasury of about one thousand dollars. This fund, together with the school itself, was placed in the hands of the University in May, 1901, that it might, by "uniting with the Chicago Institute, the Chicago Manual Training School, and the University Elementary School, become a part of the new School of Education of the University of Chicago." This quotation from the secretary of the Academy will sufficiently indicate that the foregoing statements are introductory to the narrative, of which they are an essential part, of the next great step in expansion. That step, one of the most important ever taken by the University, was the establishment of the School of Education. This movement originated in the enlightened and liberal interest of Mrs. Emmons Blaine in the training of teachers and in elementary education. Mrs. Blaine, who was the daughter of Cyrus H. McCormick, originator of the great harvester industry, had founded the Chicago Institute, a training school for teachers. A board of trustees had been appointed—Mrs. Emmons Blaine, Dr. Henry B. Favill, Owen F. Aldis, Cyrus Bentley, and Stanley McCormick. A faculty had been gathered and the school started on the north side of Chicago. A site had been purchased at a cost of four hundred and twenty-five thousand dollars. Plans for a building had been prepared by James Gamble Rogers, a large amount of material purchased for its erection, and additional funds of five hundred thousand dollars had been contributed by Mrs. Blaine as an endowment. At this stage of the enterprise Mrs. Blaine and the other trustees, concluding that their views and hopes for the Institute could be more certainly and more fully realized if it were placed in immediate connection with the University, took measures to bring about such a connection. After much negotiation, the real estate and endowments, valued at one million dollars, together with the school as then organized, were made over to the University. The budget of the school under the new management provided for an expenditure at the beginning of one hundred and seven thousand dollars a year. The University was also to provide a site and erect a building satisfactory to the trustees of the Institute. The Trustees

of the University were certainly heroic men. But the Founder and his advisers were no less heroic. The proposals were taken by President Harper and Mr. Hutchinson to New York and laid before Mr. Rockefeller, Jr., and Mr. Gates on March 1, 1901. They were able, also, to report a proffer from Mrs. J. Young Scammon regarding a site for the proposed School of Education. Mr. Scammon had been a prominent banker in the earlier days of Chicago, had taken a very deep and liberal interest in the first University of Chicago, and had been a member of its Board of Trustees throughout most of its history. The Scammon homestead comprised a block of ground, fronting south on the Midway Plaisance, between Kimbark and Kenwood avenues, less than two blocks from the University. Mrs. Scammon proposed to deed to the University about three acres of the homestead as a site for the new school, contributing sixty-one thousand dollars, one-half the value of the ground. The memorandum of the conference contains this statement:

> It was agreed that the proposals of Mrs. Blaine would be satisfactory to the New York Trustees, and it was hoped, though not made a condition, that the proposals of Mrs. Scammon would . . . . be carried out. It was understood that at the end of three years there would be the possibility of a deficit in the budget.

Notwithstanding this "possibility" the proposed step in expansion, with all it involved, was approved, and the President and Trustees were able to go forward with satisfaction and confidence. The gift of Mrs. Scammon was accepted and Scammon Court became a memorial to John Young Scammon, "a public-spirited citizen of Chicago and a liberal friend of education." The story of the buildings erected for the School of Education is told in the chapter on "A Third Period of Building."

For more than two years the classes met in the temporary brick structure erected on the corner of Ellis Avenue and Fifty-eighth Street. But in 1904 the great plans for the completed School were carried out and the Chicago Manual Training School, the South Side Academy, the University Elementary School, and the Chicago Institute were fully united under a single Director, Professor John Dewey. Meantime the entire Scammon block was secured,

and here the great buildings were placed. Thus there was gathered within the School of Education a complete school system—a kindergarten, an elementary school, a high school, a college, and a graduate department. The High School, the Elementary School, and the Kindergarten were the laboratory schools of the College of Education.

Following the retirement of Dean Belfield, in 1910, Franklin W. Johnson, his associate, became Dean of the University High School. The school grew in numbers, and in 1913 the attendance was restricted to four hundred, action resulting in an annual waiting-list. In the Elementary and High schools a serious effort was made to prepare students for college in a shorter time than the traditional system required. President Judson was thoroughly persuaded that this could be done with great advantage to the student. In 1909 Professor Charles H. Judd of Yale University was made Director of the School of Education. He was in complete sympathy with the President's great purpose. In his annual report to the President in 1913 he reported the problem in process of solution, saying:

> In the Elementary School the experiment of reducing the regular period of instruction to seven years has been consummated. From this year on there will be only seven grades in the school. This reduction in time has been achieved without curtailing the course of study. The method of reduction was through the elimination of repetitions, the adoption of more efficient methods of instruction, and the more complete articulation of elementary courses with the work of the secondary school. The same type of readjustment of the relations of the High School to the Junior College is possible and constitutes the next large problem of the laboratory schools.

A year later Dean Johnson of the High School reported:

> Judged by the results of the year's work, the elimination of the eighth grade in our Elementary School has proved a complete success. . . . . The problem of further elimination of waste in the period of secondary education is being vigorously attacked.

Thus was a problem being worked out the importance and practical value of the solution of which it would be hard to overestimate.

Under Mr. Judd's leadership the School of Education rapidly developed. As in the Graduate Schools the Summer was the

great Quarter attracting teachers from every direction. Before the end of the twelfth year after the union of its various parts into a single institution its various faculties numbered more than a hundred instructors and fifty employees of various kinds, and it enrolled annually more than twenty-two hundred students. Its budget of expenditures had naturally increased with its growth. The time came when the annual deficit became so large that it was necessary to call on Mr. Rockefeller to provide for it. Having approved the establishment of this great department in advance, he cheerfully assumed and carried the deficit until, and indeed, after, his great endowment gift of 1910. The budget grew from one hundred and seven thousand dollars in 1901–2 to more than two hundred and fifty thousand in 1915–16. So great a step in expansion and advance was the establishment of the School of Education.

The next step was the organizing of the Medical work. It was taken so soon after the preceding one as to be almost coincident with it. Barely a month separated the two. Perhaps nothing was nearer President Harper's heart than the desire to develop a medical school in connection with the University. In many of his Convocation statements he urged the establishment of a great School of Medicine for instruction and research. He was never more urgent than when speaking on this subject. A single quotation only is made. It is taken from the eighteenth Convocation statement, April 1, 1897:

> What is the greatest single piece of work which still remains to be done for the cause of education in the city of Chicago and in connection with the University? . . . . A School of Medicine in the city of Chicago, with an endowment large enough to make it independent of the fees received from its students, with an endowment large enough to provide instruction of as high an order as any that may be found in European cities, with an endowment large enough to provide the facilities of investigation and research which may be used by those who would devote their time to the study of methods of prevention of disease as well as of the cure of disease; an endowment for medicine which would make it unnecessary for men to seek lands beyond the sea for the sake of doing work which ought to be done here at home; such an endowment, I assert, for medical education, is the greatest piece of work which still remains to be done for the cause of education in the city of Chicago. It is impossible to conceive the far-reaching results of such an act. Our children

through all the generations would enjoy the benefits of such a benefaction. The poor throughout the crowded districts of our city would be more directly benefited in this way than in any other. Men of learning tell us that we are only *entering* upon the field of medical science. If this is true, what greater boon to humanity than a foundation which shall make possible more rapid progress, more extensive achievement? . . . . I do not have in mind an institution of charity, or an institution which shall devote itself merely to the education of a man who shall be an ordinary physician; but rather an institution which shall occupy a place beside the two or three such institutions that already exist in our country, one whose aim it shall be to push forward the boundaries of medical science, one in which honor and distinction will be found for those only who make contributions to the cause of medical science, one from which announcements may be sent from time to time so potent in their meaning as to stir the whole civilized world. There is no other work which will lift our beloved city of Chicago more quickly to a place of honor and esteem among the cities of the world. There is no other deed, the advantage of which would accrue more directly or more abundantly to this city of which we are so justly proud. I plead, men and women of Chicago, for a School of Medicine which shall be equal to any that today exists; for an institution which will draw from all parts of the world men and women who shall find incentive and opportunity to do something for the mitigation of human suffering, for the amelioration of human life.

This statement is quoted here to indicate how near to President Harper's heart was the desire to see a medical institution of the highest order established in connection with the University. It was only one among the many pleas he made for such an institution. But it was perhaps the most extended. It is given thus fully also as a message from him to men and women of wealth in our country.

By a strange coincidence this great subject was also, at the time these words were spoken, very much in the thoughts and purposes of Mr. Rockefeller. He was thinking of a great institution for medical research. His plans had not matured and President Harper had no knowledge of them. The latter was anxious that the University should have some connection with medical education. The receiving of Rush Medical College as the Medical School of the University had been considered in 1894, but decided negatively. When an affiliation was proposed some years later it was received with favor. President Harper wished to make some sort of a beginning in Medicine, and in 1898 the proposed affiliation was

made. It was at this time that the first intimation, if it was an intimation, was received of what was beginning to take shape in Mr. Rockefeller's mind as to medical research. This came in a letter from Mr. Gates to Secretary Goodspeed regretting that the University had taken action committing itself prematurely in regard to medical work. Mr. Gates professed to be speaking only for himself when he referred to

> that far higher and better conception, which has been one of the dreams of my own mind at least, of a medical college in this country, conducted by the University of Chicago, magnificently endowed, devoted primarily to investigation, making practice itself an incident of investigation, and taking as its students only the choicest spirits, quite irrespective of the question of funds. Against that ideal and possibility a tremendous, if not fatal current, has been turned.

This meant that he felt it to be a mistake for the University to connect itself with any existing institution of medicine, and that it should delay entering the medical field until measures could be matured for realizing his "dream." At the first meeting of the Trustees after the reception of Mr. Gates's letter the secretary was instructed to assure Mr. Gates that the affiliation entered into

> is the ordinary affiliation entered into with other institutions and recorded in the printed terms of affiliation and that the Trustees have not contemplated that the relation shall go further than the ordinary affiliation.

The President, however, was so anxious to make a beginning in medical education that when in April, 1901, the trustees of Rush Medical College requested the Trustees of the University to receive the two lower classes of Rush as students of the University, doing the work of these two years in its laboratories, the University Trustees agreed to take this important step if fifty thousand dollars could be secured "with which to provide for initial expenses necessarily connected with such work." For this sum, needed for equipment for the new medical work, application was made to Mr. Rockefeller, who consented that the sum required should be taken from his 1895 subscription. In writing to John D. Rockefeller, Jr., Mr. MacLeish, the vice-president of the Board, said that the President estimated that in taking the step proposed the annual expenses would be increased by the sum of forty-four

thousand dollars, and that the attendance of students would be increased by three hundred, fully providing through their fees for the increase in expenses. It will be seen from these estimates how great a step in expansion was taken in assuming the instruction of the classes of the first two years of the medical course. The new work began October 1, 1901, and was carried on successfully. The number of students was not large at the outset. It was five years before it reached three hundred, and it averaged about that number during the following eight years. When one remembers the uninterrupted growth of the University, he wonders why the attendance in the medical department did not show the same increase. It should be said in explanation that through a series of years the standard for admission was raised annually, every successive step in the process cutting off an additional number of candidates for entrance.

The expenditures of the first year in the new department, in addition to the fifty thousand dollars for the initial equipment, amounted to forty-one thousand dollars, but soon increased to above fifty thousand dollars a year. This was the limit of expansion in medicine during the first quarter-century. In President Harper's Decennial Report, 1901–2, he made a somewhat full statement of the order of procedure he hoped to see followed in the development of the medical work. It included the erection of new buildings, the establishment of new chairs, the provision of great hospitals for Medicine, Surgery, Obstetrics, Children's Diseases, and Contagious Diseases, the organization of a School of Dentistry and a Nurses' Training School, and the extension of the work of the Medical School to the three sides of the city. At the end of the first quarter-century the great givers who would enable the University to take these advanced steps were still hoped for and expected.

The steps in expansion in this second period, as in the first, crowded one upon the other. The Medical Courses had hardly been begun before the final steps were being taken for the establishment of the Law School. Of course that School had been a part of the President's original plan. When he had waited for it ten years he felt that he had waited a very long time indeed.

He had been preparing for it for several years. A committee of the Senate had considered the whole question. Conferences had been held with members of the bar and of the bench. President Harper had satisfied himself that a Law School would be self-supporting from the beginning, and that the only thing he needed to warrant its establishment was a library. On the recommendation of the President, the Trustees, January 21, 1902, voted:

1. That Mr. Rockefeller be requested to consider the advisability of giving to the University the sum of fifty thousand dollars for the purchase of a law library: and if he shall consent, that—

2. The President be authorized to proceed to organize the University School of Law, to be open for instruction October 1, 1902.

Mr. Rockefeller readily agreed that fifty thousand dollars of his two million-dollar gift of October 30, 1895, should be used for "the purchase of a Law Library and the organization of a University School of Law." A high standard of admission was set, to quote President Harper, "three years in advance of those of any other school west of New York."

President Harper was entirely right in assuring the Trustees that it would cost far less to establish and conduct the Law School than any other professional or graduate department. Given a building and a library, two hundred and fifty thousand dollars would permanently endow the School. It was an essential part of a complete University, and the Law School of the University of Chicago added notably to the power and usefulness of the institution. The library was bought, the professors secured, and the School opened October 1, 1902, just ten years after the opening of the University. As an accommodation to the new School, Professor Joseph Henry Beale came from the Harvard Law School to act temporarily as Dean and assist in the work of organization. Professor James Parker Hall, later Dean, and Professor Ernst Freund were members of the Law Faculty from the beginning, and remained at the end of the University's first quarter-century. The number of students the first year was seventy-eight. The attendance increased regularly, if not rapidly, during the succeeding thirteen years, reaching in 1915–16 about four hundred.

The story of the Law Building is told in another place. It was occupied by the Law School in 1904. Professors Floyd R. Mechem

THE READING ROOM, THE LAW SCHOOL

and Harry A. Bigelow became members of the Faculty in 1903–4, Walter W. Cook in 1909, Edward W. Hinton in 1913, and William U. Moore in 1914. These were members of the staff of instructors who were still in service at the end of the period covered by this history. There were others who served for a time, and in addition to the permanent members of the Faculty many instructors and lecturers did work during these thirteen years. About forty different members of the faculties of other American law schools gave instruction in the Summer Quarters from 1904 to 1915. A most valuable library of forty thousand volumes was gathered. Including the original appropriation for the Library by Mr. Rockefeller, more than a hundred thousand dollars was expended in the purchase of books.

In 1915 Dean Hall, in a review of the history of the Law School published in the *University of Chicago Magazine*, wrote as follows:

> Not the least service of the Law School has been in stimulating legal education elsewhere in the Middle West. Just as the foundation of the Graduate School of the University encouraged neighboring institutions to devote larger attention to research, so the opening of the Law School has been followed by a substantial strengthening of the faculties and libraries of other western schools, and a general raising of standards of admission. In January, 1902, but one law school between the Alleghanies and the Rocky Mountains required more than a high-school course for admission to candidacy for its ordinary degree. In January, 1915, nine law schools in this territory required one year of college work for admission, eleven required two years, and two required three years. It would be extravagant to claim for the example of Chicago the major part of the credit for this improvement, which has been the fruit of a long campaign for better standards of legal education, but there can be no doubt that the successful establishment of our School had an important share in the result.

Dean Hall also wrote:

> About five per cent of our Doctors of Law graduated between 1904 and 1914 have become professors or assistant professors of law in schools whose standards of work make them eligible for admission to the Association of American Law Schools. This is about five times as large a percentage as that of Harvard Law School graduates of the same period who hold similar positions, and about eight times as great as that of similar Columbia Law School graduates. Of course, various considerations of geography and of relative business opportunity have largely contributed to produce this disparity, but that it should exist at all in favor of a school only a dozen years old cannot but be considered as a solid testimonial to the character of the work for which its degree stands.

In the first days of the University the enlargement of the site from three blocks to four, an addition of six or seven acres, was looked upon as a most important and significant step in expansion. It was a great step in a transformation which changed the character and scope and outlook of the young institution. Compared, however, with the enlargement of the site in this second period of expansion, it was insignificant. This second movement in site enlargement was a progressive one. It had a very small beginning. Immediately following the raising of the million dollars in ninety days in Chicago in 1892, the Trustees purchased the corner of Fifty-eighth Street and Ellis Avenue, the site on which the Press Building was later erected. In 1893 John Johnston, Jr., gave to the University the site for the Observatory at Lake Geneva, more than fifty acres of ground, to which small pieces were added from time to time by purchase, increasing the grounds to seventy-one and a half acres. Early in 1894, lots were purchased on the northeast corner of Fifty-ninth Street and University Avenue on which the President's House was built. In 1898 Mr. Rockefeller and Mr. Field united in adding to the site the two blocks north of the central quadrangles, to be used for athletic purposes. No name being officially given to these grounds they were, for a number of years, called by the students and the public Marshall Field. In 1914, however, the Trustees, responding to the desire of the students and alumni that their admiration and affection for the "Old Man" might receive recognition, formally and officially made the name Stagg Field. In 1901 Mr. Rockefeller purchased for the University, as a location for the power plant, the west half of the block between Ingleside and Ellis avenues and Fifty-seventh and Fifty-eighth streets, and Mr. Ryerson, about the same time, presented most of the east half of the same block. The year 1901 also marked the gift by Mr. Rockefeller of the entire block south of the one just named, thus protecting the quadrangles on the west from any possible undesirable occupancy. For this same purpose—protecting the quadrangles—the three hundred feet south of Fifty-seventh Street, opposite the Reynolds Club House and Mandel Assembly Hall, were purchased. As has been told already in this chapter, during the years 1901

and 1902, the Scammon block was secured as the site of the School of Education.

Meantime Mr. Rockefeller, looking far into the future, and anticipating the continued development of the institution he had founded, entered upon a series of transactions fairly bewildering in their promise of steps in expansion yet to be made. He instructed Major H. A. Rust, the University business manager, to begin to purchase for him lands in any and all the blocks fronting south on the Midway Plaisance for a distance of about three-quarters of a mile, from Washington Park on the west to Dorchester Avenue on the east. Purchases were to be made as quietly as possible through different agencies, so that a prohibitive rise in the price of real estate might not take place.

In February, 1903, Mr. Wallace Heckman was appointed business manager to succeed Major Rust, who, having reached the age of seventy, had resigned after more than eight years of useful service. The commission to continue these purchases of land was now transferred to Mr. Heckman and was so industriously executed by him that in December, 1903, Mr. Rockefeller gave to the University lands north of the Midway Plaisance, which, in the letter of gift, were estimated to have cost fifteen hundred thousand dollars. Mr. Heckman was encouraged to continue his purchases, and in the end the University found itself in possession, lacking perhaps four hundred feet front on side streets, of the entire ten blocks from Washington Park to Dorchester Avenue, including the whole of the Midway front. There were many dwelling and apartment houses on these blocks, but all were purchased and deeded to the University, the rents adding appreciably to the annual income. The total cost to Mr. Rockefeller of these purchases north of the Midway was one million, six hundred and forty-seven thousand dollars.

But this was not all. Mr. Rockefeller seems to have determined, while he was about it, so to enlarge the University grounds as to make provision for any possible future expansion. Mr. Heckman, therefore, was encouraged to transfer his purchasing activities to the blocks fronting on the Midway Plaisance along its southern boundary. This he was not backward in doing, and pushed the

good work so successfully that in a few years he had secured the Midway front on the south for the entire distance covered by the holdings on the north side, about three-quarters of a mile. When these lands south of the Plaisance were all turned over to the University, it was found that these extraordinary purchases north and south of the Midway Plaisance had, together, cost Mr. Rockefeller three million, two hundred and twenty-nine thousand, seven hundred and seventy-five dollars. As has been pointed out this was a step in expansion taken by the Founder himself on his own initiative. Although there was among the Trustees more or less knowledge of what he was having done, no one had any positive assurance that the purchased blocks would be given to the University. They were purchased for Mr. Rockefeller. They belonged to him to do with as he pleased. The University did not ask him for them. The purchases and the successive gifts were his own acts, quite uninfluenced by anyone connected with the University. When these purchases were added to the University grounds the new Chicago campus was found to comprise not quite a hundred acres.

As this great step in the expansion of the University had been taken, not by the Trustees, but by the Founder, so also was the next one. In 1910 on his own initiative once more he opened the way for further enlargement of the University's work. Before the ten-million-dollar gift, the University, under the prudent and wise administration of President Judson, got on without deficits, but this was made possible only by the most careful management. But it was this wise and careful management that commanded the strong approval and awakened the confidence of the Founder, and led to his final gift. That great gift accomplished for the University many things. It not only enabled the President and Trustees to place the work of the institution on a new basis of fulness and freedom and power, but it also opened the way for further steps in advance. It made possible new additions to the faculties. President Judson, for the first time, had means to develop the College of Commerce and Administration. This he did gradually but steadily from 1911 onward. The Founder's final gift made possible the building of the concrete wall around Stagg Field and of the great grandstand. It provided the means

for that splendid step in advance—the plan of retiring allowances for the men who spend their lives in the University's service. And finally it made provision for what promises to be the monumental building of the entire University group—the Chapel. The Chapel was not built during the period under review, but for some time before that period closed studies for it were being made and plans considered. The utmost possible pains were being taken to make it the crowning glory of the University architecture, as expressed by the donor—"the central and dominant feature of the University group."

This concludes the story of the various steps in expansion taken during the first quarter-century of the history of the University. As grouped in this narrative there were seventeen of them, all of them important, some of them of far-reaching significance in their relation to the University's future. In an advance movement unparalleled in educational annals, they developed the proposed college of 1890 into the University of 1916. Every year was a year of marked progress. Almost every year witnessed a new and long step in advance in that well-nigh miraculous development which in this brief period placed the University in the front rank of the world's institutions of learning.

CHAPTER XIII

A THIRD PERIOD OF BUILDING

It was said in the preceding chapter that the history of the University might almost be written in the history of its expansion. With equal truth it may be said that the history of the first quarter-century must be written largely in the record of the extraordinary building activities of that period. In twenty-five years the unparalleled liberality of its friends gave the University of Chicago an equipment in buildings which other great universities have failed to secure in two hundred years. The writer has not in these annals taken account of three buildings erected for the Morgan Park Academy, nor of the two houses built for professors at the Yerkes Observatory and other minor structures. If these were included it would be found that fifty buildings were constructed during these twenty-five years, or an average of two each year. The nine or ten structures to which no other reference than this is made cost about one hundred and fifty thousand dollars, an inconsiderable sum when contrasted with the many millions of expenditure required by the forty buildings, the story of each of which is told in these pages. The third period of building, to be considered in this chapter, was a very brief one. It covered only two years and eight months. But during these thirty-two months thirteen buildings rose, most of them large and costly, and all of them essential parts of the University's developing life. It looked back for its origin to Mr. Rockefeller's 1895 subscription of three million dollars, which brought two million dollars from other givers.

The year 1901 will always be distinguished in the annals of the University as the year of the Decennial Celebration, when many interesting events occurred. But nothing stands out more prominently in its history than the fact that it introduced another great era of building.

The first structure to be erected was a temporary one. But although it was unpretentious and cheap, mean indeed in appear-

ance, it possessed large significance, for it was the first building of the School of Education, which was destined to fill so important a place in the history of the University. It came to be known as Ellis Hall, being located on the avenue known by that name at the corner of Fifty-eighth Street, directly south of and across the street from the Press Building. The Chicago Institute had just become the School of Education of the University. It had no building of its own, and a temporary home for it was needed without delay. On July 30, 1901, the Trustees authorized the erection of a temporary building. On August 9 the contracts were let, and on October 1 it was occupied by the new school. The building was a one-story structure of red brick, having a flat roof, and did not add to the architectural beauty of the quadrangles. But it was large and commodious, covering twenty thousand square feet and having thirty large rooms. It cost twenty-five thousand dollars. Here the School of Education, or, to speak exactly, the College for Teachers of that School, continued its work for nearly three years, when, on the adoption of the policy of segregation, so-called, the men of the Junior Colleges fell heir to Ellis Hall, and continued to occupy it at the close of the first quarter-century. Indeed it served more than one good purpose. The Junior College Deans had offices in it. For several years it furnished accommodations for the editors of the *University of Chicago Magazine* and the *Daily Maroon*. The largest room served for several years as a storeroom for books waiting to be catalogued and in 1915 was assigned to the University Young Men's Christian Association as an assembly room. And thus in many ways, though not beautiful, Ellis Hall served its generation.

Ellis Hall has been mentioned first, because it was the first of the new buildings constructed. Many others of this new period were, however, in contemplation long before there had been any thought of Ellis. The first two of them were given to the University by Mr. Rockefeller, and the first of the two was the Heat, Light, and Power Plant. For lack of such a plant the University, during its earlier years, suffered great inconvenience. Temporary plants were constructed, the first being in the basement of Cobb Hall. But the rapid expansion of the institution, the multiplication of

the buildings, and their wide distribution made it necessary to build two additional heating-plants, one on the north end of Beecher and another on the south end of Snell. They were unsightly structures of common brick, and soon proved insufficient. It very early became evident that a great central plant was indispensable. But such a plant would cost a great sum, and there were no funds available for it. The University had some millions of assets, but it did not have one dollar that could be used for this purpose. No man seemed likely, in considering the erection of a University building, to choose a heating-plant, and to undertake to raise the large sum needed for so prosaic a thing by popular subscription was hopeless. It was in these circumstances that Mr. Rockefeller proposed to the Trustees, not that he should give them a certain sum for the construction of the plant, but rather, that he should send his own engineer to build it, the bills to be paid, in part out of subscriptions made in December, 1900, and in part from other contributions from him. Mr. Rockefeller did not realize the largeness of the contract he had undertaken. It was thought by him and by the Trustees that it would not require more than two hundred thousand dollars at the outside. But the project grew on their hands. Several new buildings were offered to the University by generous donors. The campus was enlarged. The permanent buildings of the School of Education were located nearly half a mile from the new plant. The University was expanding in many directions, and the cost of the new plant expanded with it. The Founder, however, did not draw back. He saw the needs of the situation, and encouraged the authorities to go forward and provide, not for the immediate needs only, but for the future as well. The Heat, Light, and Power Plant was located north of Fifty-eighth Street, on the west side of the alley between Ellis and Ingleside avenues. It was constructed of red brick. The contracts for the building of the plant were authorized in March, 1901, and in May the Business Manager reported it in course of construction. In January, 1902, it was reported completed, and the installation of motors, engines, and other machinery was begun. But it soon became apparent that it was not large enough, and before the machinery was fully installed the work of

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THE ENTRANCE OF BARTLETT GYMNASIUM

enlargement began. When finally completed the plant covered an area of seventeen thousand square feet, the great smokestack being a hundred and seventy-five feet high. The cost of the plant, when completed, was four hundred and forty-five thousand dollars.

For many years the University Press was housed in the temporary gymnasium and library building. Its quarters were dark, cramped, and wholly inadequate. If they had been called a disgrace to the University there would have been no adequate answer. As the University grew and the demands on the Press increased these quarters became more and more impossible. Once more, therefore, Mr. Rockefeller came to the relief of the sorely pressed Trustees. In the subscription of December 6, 1900, of a million and a half he designated a hundred thousand dollars for "a power house and printing-press building," it being intended to make the central lighting- and heating-plant one building, and the power plant and press another. Study of the problem made it plain that this was not the solution of it, the result being that the Heat, Light, and Power Plant was constructed as one building, and the University Press secured a building of its own. It was located on the northwest corner of Ellis Avenue and Fifty-eighth Street.

In June, 1901, the University held a great celebration to mark the tenth anniversary of its founding. The final contracts for the Press Building had not at that time been let. But the Founder was to be present at the great celebration. The Press Building was one of those for which he was supplying the funds, and that the cornerstone might be laid during his visit the foundations were prepared for the ceremony. It took place on June 15 in the presence of a large attendance of spectators. The President made a brief opening statement, the secretary read a list of the articles deposited in the cornerstone, the Director of the Press, Newman Miller, laid the stone, and Professor J. Laurence Laughlin delivered an address. The building was finished and occupied October 1, 1902. It was built of red pressed brick, was four stories in height, with a front on Ellis Avenue of a hundred and forty feet, and cost one hundred and five thousand, eight hundred and fifty-two dollars. It furnished classrooms for the Law School for two years and housed the General Library for ten years. It also furnished offices

for the Auditor, Registrar, Secretary of the Board, and Superintendent of Buildings and Grounds for many years. On the first floor the Press maintained the bookstore for the accommodation of professors and students.

The Decennial year, with those immediately preceding and following it, witnessed an extraordinary activity in building operations. In response to Mr. Rockefeller's great proffer of three million dollars, made in 1895, the friends of the University had united in making liberal gifts for new buildings. On December 12, 1899, President Harper informed the Board of Trustees that Mrs. Charles Hitchcock desired to erect a memorial to her husband and was prepared to give to the University a large sum for this purpose. In a letter, dated January 1, 1900, Mrs. Hitchcock informed President Harper that she would give the University for the purposes she had in mind two hundred thousand dollars, one of these purposes being the erection of a memorial hall, and the Committee on Buildings and Grounds was instructed to have plans for the Charles Hitchcock Hall prepared. The plans prepared by D. H. Perkins, architect, were submitted on May 15, 1901, and bids ordered taken. The cornerstone was laid, by Mrs. Hitchcock herself, just one month later—June 15, 1901. It had originally been intended that the Hall should cost not to exceed one hundred thousand dollars, but various considerations finally led the donor and the Trustees to increase the cost to a hundred and fifty thousand. Under the careful management of the Comptroller, Major Rust, the cost was confined to almost exactly this sum, exceeding it by only five hundred dollars. The Hall was completed in September and was occupied by students at the opening of the Autumn Quarter, October 1, 1902. Hitchcock was the largest of the residence halls, having not only rooms for ninety-three students, but a club room, infirmary, breakfast room, and a large and beautiful library room. One of the attractive features of the building was the cloister running along the south front and uniting the five divisions of the Hall.

Charles Hitchcock, of whom the building is a memorial, was a Chicago lawyer for a quarter of a century. He was made the president of the Constitutional Convention of 1869 which framed

the new state constitution of Illinois. Mr. Hitchcock died in 1881 at the age of fifty-four in the fulness of his powers.

One of the most interesting things connected with the building and subsequent history of Hitchcock Hall was the deep and continued interest manifested in it by Mrs. Hitchcock. She paid much attention to the making of the plans. The library room was equipped by her with a valuable collection of books, and its walls were adorned with portraits (among them that of Mr. Hitchcock) and other works of art. Much of the furniture of the room, and of the room for the University Preachers, was contributed by her. A series of architectural photographs adorned the walls of the cloister, an added evidence of Mrs. Hitchcock's interest, taste, and munificence.

To the proposal of Mr. Rockefeller in 1895 to duplicate all gifts up to two million dollars the University owed also the noble group of buildings on the southwest corner of Fifty-seventh Street and University Avenue known as the Tower Group. During the raising of this fund the following were among the building subscriptions received: Harold F. McCormick gave ten thousand dollars; John J. Mitchell, fifty thousand; Charles L. Hutchinson, sixty thousand, and Leon Mandel eighty-five thousand dollars. Mr. Mandel's contribution was given to supply a want which had been felt since the day the University opened and had every year become more urgent—that of an Assembly Hall and organ. Mr. Hutchinson made his contribution also to erect a building which had been greatly needed from the beginning—a University Commons, where the men students might board in common. Mr. McCormick's contribution was put into the Commons Café, a smaller dining-hall. Some years before, Mrs. Joseph Reynolds had given the University above a hundred thousand dollars to establish a memorial of her husband. It was now decided to devote most of this fund to the erection of a students' Club House.

Messrs. Ryerson and Hutchinson of the Trustees with the architect, Mr. Coolidge, gave much study to the best use to be made of these various building funds. They finally, in connection with President Harper, worked out the scheme of the tower group.

Mr. Mitchell, on the plan being presented to him, cheerfully consented to have his contribution go into the construction of the Tower.

The Mitchell Tower was made the central feature. Fronting on Fifty-seventh Street, it gave entrance to the entire group. It was modeled after the famous Magdalen Tower of Oxford. In it were installed the Alice Freeman Palmer Chimes in honor of the first Dean of Women. When this was done in 1908 it was arranged that every night, at five minutes after ten o'clock, the chimes should send out over the quadrangles the pleasing melody of the Alma Mater, indicating that the day was ended and the hour for rest had come. This custom looks back for its inspiration to a letter from Mr. Stagg to the President written November 30, 1904, in which he said:

> It is with the greatest pleasure and satisfaction that I herewith send you a check for $1,000 as a gift to the University. It was just a year ago during my sickness, you will remember, that the thought of making this gift came to me. . . . . My mind went back to my own college days at Yale. The sweet chimes of Battell Chapel had always been an inspiration to me. . . . . The thought came to me and filled me with the deepest satisfaction, "Why not have a good night chime for our own athletes—to let its sweet cadence have a last word with them before they fall asleep; to speak to them of love and loyalty and sacrifice for their University and of hope and inspiration and endeavor for the morrow?" Whenever therefore the Alice Freeman Palmer chimes are installed, it would be my wish to have a special cadence rung for our athletes who are in training—perhaps five to ten minutes after the regular chimes at ten o'clock.

As in the case of the Mitchell Tower, to Oxford Mr. Hutchinson and the architect went for the plan of the Commons also. The original for that building they found in the dining-hall of Christ Church.

The cornerstones of these four buildings were laid on the last day of the Decennial Celebration, June 18, 1901. This made six cornerstones laid during the five days of the Celebration. The program of the five days was long and complicated, and the laying of these six cornerstones seemed to be very prominent features of it. At the Congregation dinner, Dean George E. Vincent created great merriment by saying that the makers of the program had evi-

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dently been controlled by this principle, "When in doubt lay a cornerstone." The interest of the occasion was increased by the presence of the Founder, who seemed to observe every incident and listen to every address with unflagging attention. Before the laying of each cornerstone of the Tower Group President Harper made a very brief introductory statement. The list of articles deposited in the stone was then read by the Secretary of the Board of Trustees. The stone was laid by a student, and an address by a member of the faculty concluded the ceremony.

In the grouping of these four buildings Hutchinson Hall was placed to the right of the Mitchell Tower, extending west along Fifty-seventh Street and covering the north side of Hutchinson Court. To the left of the Tower and running south on University Avenue was the Reynolds Club House. The entrance through the Tower opened into a cloister twenty feet wide extending along the west side of the Club House and leading to Mandel Assembly Hall, which was the southern building of the group. The Tower gave entrance to the Commons, and the cloister to the Commons Café and the Club House, as well as to Mandel Hall. Two doors also connected the cloister with Hutchinson Court. Mandel Hall opened on the street and on the court at both front and rear, giving ample entrances and exits. The formal opening of the Group took place December 22, 1903, though the various buildings had been occupied in the preceding October. The cost of the entire Group was four hundred and twenty-four thousand dollars, part of the cost being paid from Mr. Rockefeller's two-million-dollar subscription of 1895. The University never expended money more profitably than in the erection of this beautiful group of buildings.

The Mitchell Tower was not merely the vestibule of the entire Group and one of the principal entrances to the University quadrangles, but it was a creation of beauty of extraordinary educational value to every student. In the great hall of Hutchinson were hung portraits of men and women who had done conspicuous service for the University, and here the men students took their meals. Here were held the President's quarterly receptions and other social functions. Here the Convocation dinners, alumni banquets, football feasts, and other gatherings of every description where

eating was in order took place. It was one of the chief centers of the social life of the University. In the same way the Reynolds Club House became the headquarters of the social life of University men. Containing a bowling-alley, a billiard room, a reading-room, a library, a theater, numerous committee rooms, and every other convenience, beautifully finished and beautifully furnished, it provided the men of the University with facilities for making University life socially profitable and enjoyable. They were quick to realize this, and at the beginning of the Autumn Quarter of 1903 organized the Reynolds Club which took over the Club House and thenceforth filled a great place in University life.

Mandel Assembly Hall extended south from the Reynolds Club House along University Avenue. Its seating capacity was a little over a thousand. In it were held orchestra concerts, dramatic performances, lectures, educational conferences, oratorical contests, intercollegiate debates, athletic mass meetings, daily chapel assemblies, Sunday preaching services, the University Convocations, and other assemblies almost without number. Its value to the growing University was all that the President anticipated, but at the end of the first quarter-century a statement made by him at the laying of the cornerstone regarding the old chapel in Cobb Hall could have been repeated, and President Judson might have said with truth, "Mandel Assembly Hall will not seat one-third of the students." Remaining most useful for all ordinary demands on it, for great occasions it was outgrown, and the University waited for the Chapel provided for in the Founder's last gift, which would be commodious and beautiful, capable of meeting the religious and other needs of the growing University.

But these were not the only buildings of these years. At the Thirty-fifth Convocation held on September 18, 1900, the President made known the plans for the University gymnasium, saying:

> It gives me pleasure to announce that a friend of the University . . . . will contribute the sum of one hundred and twenty-five thousand dollars for the erection of the gymnasium. . . . . A father will erect this building, which shall be dedicated to the work of the physical upbuilding of young men, in memory of his son taken suddenly from life in the midst of a splendid and vigorous young manhood. The young man was himself a college student and intensely interested in the physical and athletic side of college life. It is in

memory of his son, Frank Bartlett, who died on the fifteenth of July, that Mr. A. C. Bartlett, a member of our Board of Trustees, erects this building.

Mr. Bartlett's contribution was later increased to one hundred and fifty thousand dollars. The gymnasium was located on University Avenue north of Fifty-seventh Street, opening to the east on the avenue and to the west on the athletic field. The cornerstone was laid on Thanksgiving Day, November 28, 1901, in the presence of interested friends and enthusiastic students. After an introductory statement by the President, the cornerstone was laid by Mr. A. C. Bartlett, the donor of the building, and the cornerstone address was delivered by Dr. Frank W. Gunsaulus.

The baths and dressing rooms of the Gymnasium were in the basement, the lockers, the swimming-tank, the professors' exercise room, and the offices on the first floor, and the great gymnasium room and running track on the lofty ceilinged second floor. This great room, the full size of the building, witnessed many stirring athletic events, and served many purposes. Here more than one Convocation was held and here in 1910 the Northern Baptist Convention met, with President Judson presiding.

The dedication of the Gymnasium took place January 29, 1904. The building cost two hundred and thirty-eight thousand dollars. The excess of cost over what was first planned came from the Rockefeller subscription of 1895 as in the case of the Tower Group. At the dedication exercises, Mr. Bartlett spoke briefly, saying, among other things:

> This Gymnasium is the fruition of a young life, a life in which good-fellowship, truth, high aspirations, and kind deeds were the cardinal principles, and this Gymnasium was built, not by the death of Frank Bartlett, but through his life.

Among the striking features of the building were the memorial window, given by Mr. J. G. Hibbard, over the front entrance, representing the crowning of Ivanhoe by Rowena after his triumphs in the tournament at Ashby de la Zouche, and the mural painting in the entrance hall, picturing contests with singlestick and the two-edged sword. In these decorations the artists represented athletic sports of the period of the building's architecture.

On the wall above the door facing the front entrance was a shield bearing the following inscription:

Litterae Vires Scientia
TO
THE ADVANCEMENT OF
PHYSICAL EDUCATION
AND
THE GLORY OF MANLY SPORTS
THIS GYMNASIUM IS DEDICATED
TO THE MEMORY OF
FRANK DICKINSON BARTLETT
A.D. 1880–1900

This shield and inscription and the mural painting of which they were the central features were the work of Frank Bartlett's brother, Frederic C. Bartlett.

It has been told elsewhere how the Law School was established and began its work October 1, 1902. That it should have a building of its own was taken for granted, and plans for a building were prepared without delay, in the confident expectation that someone would appear to provide the funds for its erection. It turned out that all the Chicago givers immediately available had been reached. The list was exhausted. Under these circumstances recourse was had to the one friend who never failed, and Mr. Rockefeller consented to advance the necessary funds until some patron should appear who would pay for the building and give it a name. This hoped-for giver did not appear and the fine structure erected remained without other name than the Law Building. The contracts for its construction were awarded February 17, 1903, only four and one-half months after the opening of the School.

The Forty-sixth Convocation was a special one held for the purpose of conferring the honorary degree of Doctor of Laws on Theodore Roosevelt. President Roosevelt had arranged to visit the University and lay the cornerstone of the Law Building. He came April 2, 1903. After the conferring of the degree by President Harper in Kent Theater, the procession marched to the site of the building. President Harper said:

> It is a source of the greatest possible gratification to us that the first stone, the great stone, the cornerstone, should be placed in its position by the chief magistrate of our republic.

THE LAW SCHOOL

After the laying of the stone by President Roosevelt he made an address. The following excerpts will show its trend:

It is of vast importance to our wellbeing as a nation that there should be a foundation deep and broad of material wellbeing. No nation can amount to anything great unless the individuals composing it have so worked with the head or with the hand for their own benefit as well as for the benefit of their fellows in material ways that the sum of the material prosperity is great. But that alone does not make true greatness. It is only the foundation for it, and it is the existence of institutions such as this, above all the existence of institutions turning out citizens of the type which I know you turn out, that stands as one of the really great assets of which a nation can speak when it claims true greatness.

From this institution you will send out scholars and it is a great and fine thing to send out scholars to add to the sum of productive scholarship. To do that is to take your part in doing one of the great duties of civilization, but you will do more than that, for greater than the school is the man, and you will send forth men: men of high ideals, who yet have the robust good sense necessary to allow for the achievement of the high ideal by practical methods. . . . . Mr. Judson said in his address today that the things we need are elemental. We need to produce, not genius, not brilliancy, but the homely, commonplace, elemental virtues. . . . . Brilliancy and genius? Yes, if we can have them in addition to the other virtues. . . . . You need honesty, you need courage, and you need common sense. Above all you need them in the work to be done in the building the cornerstone of which we have laid today, the Law School out of which are to come the men who at the bar and on the bench make and construe, and in construing make the laws of this country; the men who must teach by their actions to all our people that this is in fact essentially a government of orderly liberty under the law.

The Law Building was finished and occupied at the opening of the Spring Quarter, 1904. Its cost was two hundred and forty-eight thousand, six hundred and fifty-three dollars. It was three stories high, one hundred and seventy-five feet long, and eighty feet wide, built like the other buildings of Bedford stone in the English Gothic style of architecture. It was designed by Shepley, Rutan & Coolidge and suggests the stately proportions of the Chapel of King's College, Cambridge. In the basement were the locker room, smoking-room, club room, and service hall. The main entrance was at the west side, through a vestibule up a short flight of steps into a lobby eighty-five feet long. At either end was a large lecture room seating one hundred and sixty-five students.

There were also on this first floor two smaller lecture rooms half the size of the large ones. On the east side of the building was a very broad stone stairway leading to the two upper floors. The library stackroom, nine feet high, occupied a mezzanine story extending over the second floor. It was furnished with stacks for seventy-five thousand books. At the north and south ends of this floor were offices for members of the Law School Faculty. On this floor also were the Librarian's room and the Faculty room. On the third floor was the great feature of the building, the reading-room, a hundred and sixty feet long and fifty feet wide. Its timbered ceiling, thirty-five feet high, was ornamented by heavy carved-wood trusses, and it received light from large windows on all sides. Around the room were shelves for twelve thousand volumes The reading tables were furnished with seats for nearly four hundred students. The library delivery desk was on the east side of this noble room, and from the same side the Dean's office opened, above the broad stairway. It was estimated that the building would accommodate about five hundred students, and it was planned to permit of an enlargement to the east that would nearly double its capacity. Like other buildings, the Law Building, for a number of years, served several departments. The libraries of History, Political Economy, Philosophy, Sociology, and Anthropology found place in its stackroom, and professors of these departments were accommodated with offices.

During the five years from 1889 to 1904 the Standing Committee on Buildings and Grounds had its hands more than full. In addition to determining the locations, securing the plans, and supervising the construction of the ten buildings already mentioned, during three of these years it was constantly engaged on the permanent buildings of the School of Education. When, in 1901, the Chicago Institute became the School of Education of the University, its architect, James Gamble Rogers, had already prepared elaborate plans for a building. The change in the location and scope of the School made certain changes in these plans necessary, and to these Mr. Rogers and the committee, as well as Mrs. Blaine and the trustees of the Institute, gave long-continued study. By the acquisition of the south half of the Scammon block a location

was found for the building on the Midway Plaisance between Kimbark and Kenwood avenues. Ground was broken in the autumn of 1901 in the presence of many spectators and with impressive ceremony. Early in 1902 the revised plans for the building were completed and the contracts were let in May of that year. Six weeks later the foundations were reported laid. The building was finished and occupied in October, 1903. It cost three hundred and ninety-four thousand, five hundred dollars. In January, 1904, it was named Emmons Blaine Hall in memory of Mrs. Blaine's deceased husband, Emmons Blaine, son of Hon. James G. Blaine. The dedication of the building, delayed until May 1, 1904, was celebrated with elaborate ceremonies continuing through two days. Several educational conferences were held. The addresses in connection with the dedication were delivered by President Nicholas Murray Butler of Columbia University, President Augustus Downing of the Normal College of the City of New York, Wilbur S. Jackman, dean of the College of Education, Cyrus Bentley, trustee of the Chicago Institute, John Dewey, director of the School of Education, Mrs. Emmons Blaine, and President Harper. The President spoke of the agencies that had united to form the School, saying:

> These were Colonel Francis W. Parker with his faculty, and joined with them the sympathy and interest of Mrs. Emmons Blaine: the work of the Chicago Manual Training School under Mr. Belfield, and with it that of the South Side Academy, developed under the leadership of Mr. Owen; and finally the creative work of Mr. Dewey in his Laboratory School, and in connection with this the factor represented by the University itself. . . . . The names of Colonel Parker, Mrs. Emmons Blaine, Mr. Belfield, Mr. Owen and Mr. Dewey are written in large letters on the foundation stones of this new structure.

Generous tribute was paid by all the speakers to Colonel Parker, the first Director of the School. Mrs. Blaine modestly disclaimed the title of Founder. She said, "I did not found it. I simply found it." She found it and adopted and enriched it. Emmons Blaine Hall covered the entire Fifty-ninth Street front of the block between Kimbark and Kenwood avenues, and, with its wings, extended one hundred and sixty feet north on both these avenues. The main building was designed to give the best possible accommodations for the College for Teachers, the Elementary School, and

the Kindergarten, the two latter being laboratory schools for the College. During the first nine months after its completion, however, it sheltered also the Manual Training School and the South Side Academy which came together October 1, 1903, as the University High School. Thus for some months the work of all the departments of the School of Education was conducted in Emmons Blaine Hall. Here the University High School awaited the completion of its own building, the story of which follows.

The plan of organization of the School of Education made the Chicago Manual Training School and the South Side Academy constituent parts of it and contemplated the union of these schools into the University High School. A building was needed therefore for the High School, and plans for it began to be made. The old question at once arose as to how the funds should be secured. This difficult question was answered by Mr. Rockefeller. The Manual Training School occupied a building of its own on the corner of Michigan Avenue and Twelfth Street. The purpose was to spend one hundred and forty thousand dollars for the proposed new building for the High School, and Mr. Rockefeller was asked to advance not to exceed one hundred and fifty thousand dollars for its erection to be repaid as soon as the Manual Training School property on Michigan Avenue and Twelfth Street should be sold. He was at the same time informed that while it was hoped the property would realize this amount, some of the Trustees doubted whether it would bring more than ninety thousand dollars. Mr. Rockefeller, with his accustomed generosity, agreed in May, 1902, to advance the amount requested, "to be repaid as far as possible from the sale" of the other property. In the June, 1903, Convocation statement President Harper made the following reference to this High School building, revealing an experience much too common with the University in its building operations:

> The cost was intended to be kept within the limit of one hundred and forty thousand dollars. It has been found necessary, however, in order to meet the demands of the work, and to make this building the most complete possible, to add about fifty per cent to this sum.

To provide for this great increase in the cost of the building Mr. Rockefeller had consented to add seventy thousand dollars to the

amount to be advanced by him, making the total two hundred and twenty thousand dollars, against a security which the Trustees had informed him might not realize more than ninety thousand. The contracts were thereupon authorized to be let for "two hundred and ten thousand dollars or less."

The cornerstone was laid with much ceremony in connection with the June, 1903, Convocation, and the building was finished in May, 1904, and was dedicated at the same time as Emmons Blaine Hall. In the dedicatory exercises the Commercial Club of Chicago which founded the Manual Training School was officially represented by Mr. A. C. Bartlett, who made an address on behalf of the Club. Mr. Thomas M. Balliet, superintendent of schools in Springfield, Mass., spoke on "The Manual Training Movement." The High School building cost two hundred and twenty thousand dollars. It must have been peculiarly gratifying to the Trustees that the property of the Manual Training School, which was Mr. Rockefeller's security for his advances on the High School building, realized, when sold, so nearly the amount of these advances, that the final total of his contribution for it was a little less than twenty-four thousand dollars. In 1909 the building was named Belfield Hall in honor of Henry H. Belfield who was principal of the Chicago Manual Training School from its establishment in 1882 until it became the University High School in 1903, and who continued as a Dean of that School until his retirement in 1908, a period of twenty-six years.

Belfield Hall was located on the Scammon block, north of Emmons Blaine Hall and extended across the middle of the block, fronting on both Kenwood and Kimbark avenues. The three-story structures on these avenues were connected by the one-story shops devoted to manual training, making a single building four hundred feet in length, along the entire south side of which ran a wide corridor giving convenient access to all the rooms of the first floor. The High School soon outgrew even this large building and compelled the transformation of a large adjacent apartment building on Kimbark Avenue into recitation rooms.

When in October, 1902, the University adopted what was popularly known as the policy of segregation, in accordance with

which the men and women students of the Junior Colleges were to meet in separate classes, two buildings were needed for the two sexes. By the assignment of Ellis Hall, which was about to be vacated by the College for Teachers, to the men of the Junior Colleges, the problem for one of the buildings was more or less happily solved.

In November and December, 1902, plans for a temporary building for the Junior College women were prepared. Once more Mr. Rockefeller came to the assistance of the Trustees and agreed to give fifty thousand dollars for its construction. It was located on the east side of Lexington, now University Avenue, midway between Fifty-eighth and Fifty-ninth streets, and was named Lexington Hall. It was built of pressed brick and made a better appearance than Ellis Hall. It contained fourteen recitation rooms, a library room, a large luncheon room, a rest room, executive offices, and cloak rooms. The Young Women's Christian League and other organizations of women students were assigned rooms in the building. Connected with the main structure was a women's gymnasium. Lexington Hall was built during the winter of 1902–3 and was occupied in the Spring Quarter of 1903.

The thirteen buildings of the period here under review cost two million, three hundred and thirteen thousand dollars, a sum considerably in excess of that of the first two eras of building combined. They added immensely to the external equipment of the University, making that equipment, not entirely, but more nearly commensurate with its needs. The architectural plan, which had been looked upon as a dream of enthusiasts that might be realized in a hundred years perhaps, was actually materializing in enduring stone before men's eyes, and nothing any longer seemed impossible.

CHAPTER XIV

SOME IMPORTANT DEPARTMENTS

A volume might well be written on the educational history of the University. Each of the departments of instruction has a history which deserves to be told. At the end of the first quarter-century a number of men who organized the work of their departments and determined its character had already passed away. That part of the history of the University's educational work which they could have written is for the most part lost and cannot be recovered. But in most cases at the end of the first quarter-century the men perfectly qualified by their knowledge and ability to tell these stories of origins and early developments were still in active service.

It has not been the purpose of the writer to undertake this, but there are certain outstanding features of the University's work which must find a place in this narrative and which thus far have received only incidental mention. It would, for example, be impossible to write the history of the University without some more extended reference to the Morgan Park Academy. When Mr. Rockefeller made his first million-dollar subscription in September, 1890, one of the conditions of the gift was that in the buildings of the Theological Seminary, then located at Morgan Park, which would be left vacant by the Seminary's transfer to the grounds of the University as its Divinity School, there should be established a "thoroughly equipped Academy on or before October 1, 1892." It was clearly Mr. Rockefeller's expectation that the University would find means, independently of his gifts, to establish and equip this Academy. It was the hope of the Trustees that, once well started and well equipped, it would be a self-supporting school. Neither the expectations of the Founder nor the hopes of the Trustees, however, were realized. Such great sums were required for the college and university work that it was found impossible to raise money for an academy also. None was raised, and quite

unintentionally the Founder of the University became also the founder of the Morgan Park Academy. Funds contributed by him provided the initial equipment and guaranteed the salaries of the instructors and actually paid their salaries in considerable part throughout the fifteen years of the school's existence. In President Harper's Decennial Report he spoke as follows of the purpose of the Academy and of his plans for it:

> The Academy was intended to serve a threefold purpose, viz., (1) as an institution which under the control of the University should prepare students to enter the University; (2) as an institution in which experiment might be made in the problems connected with the field of secondary education; (3) to give to the work of secondary education a higher place and a closer relationship to college education. It was, moreover, the opinion of some that no sharp line should be drawn between the work of the Freshman and Sophomore years of college and that of the preparatory years. It was believed that these six years constituted a unit, and it has been the purpose of the University sooner or later to establish the work of the Freshman and Sophomore years at Morgan Park.

The Academy opened in October, 1892, coincidently with the University. George C. Walker, a Trustee of the University, had given a small piece of ground with a building which had been occupied for many years by a school for girls, and the Trustees had leased the grounds and buildings of a military school. Later this latter property was purchased, and additional buildings were placed on it. In 1894 Mr. Walker gave the University for the use of the Academy a stone library building and lot adjacent to the Academy's grounds.

In 1899–1900 the Academy, which had been coeducational, became a school for boys only. For the first seven years a Summer Quarter was maintained. The summer attendance, however, was small, the cost of maintaining it was relatively large, and as a large proportion of the summer students were girls, when the Academy became a boys' school the Summer Quarter was given up. Although the Academy had an excellent corps of instructors and gradually acquired a good equipment in buildings, there being seven or eight of these, it never attracted a large attendance of students. The first year there were above one hundred. During the first seven years the number increased to about one hundred

and fifty. The change which restricted the attendance to boys temporarily decreased the enrolment. Gradually the loss was made up, and for two or three years there was a prospect that the hopes entertained at the founding of the school might be realized. But the prospect proved illusory. The attendance never reached two hundred in any quarter, and soon began to decline. Meantime very considerable sums of money had been expended in buildings and equipment. Two excellent dormitories had been built at an expense of about eighty thousand dollars. A gymnasium had been provided costing about twenty thousand dollars. Grounds had been purchased at considerable expense. The current expenses had been from the beginning largely in excess of the receipts from students, and the excess of expenditures over receipts tended to increase rather than diminish. It finally became apparent that the only possibility of making the school self-supporting lay in the expenditure of a very large sum in improving the equipment and at the same time greatly increasing the charges to students. It was felt that this would be a doubtful experiment and would transform the Academy into an expensive school for rich men's sons. Such a change was not attractive to the Founder from whom the money would have to come, nor, indeed, to the President and Trustees. The current expenses of the Academy had been a serious burden on the University treasury, exceeding the income by more than twenty thousand dollars annually. A study of the situation in 1906 revealed the interesting fact that there had been such a multiplication of high schools throughout the entire region from which the Academy drew its students that it was no longer necessary for boys to go to distant schools to prepare for college. The preparatory school was at their doors. Under these circumstances the Trustees decided to discontinue the Academy. In his Annual Report for 1906–7 President Judson spoke of the Academy as follows:

> At the end of the year 1906–7 the University Academy at Morgan Park was closed. The Academy has had an interesting history since the foundation of the University and has done valuable work. At the same time the great increase in the number of high schools has made the need of the Academy less pressing than seemed to be the case at the outset, and the very considerable expense involved hardly seemed to warrant continuing the institution. It was

with regret that the University realized the necessity of the case and brought to an end the excellent work which had been done at Morgan Park. It will be possible, however, as a result, to concentrate resources upon the colleges and the graduate and professional schools where the attention of a University primarily falls.

The Principal of the Academy, Franklin W. Johnson, was transferred to the Associate Deanship of the University High School. In his final report to the President on the work of the Academy he said:

> More than twelve hundred students have been enrolled. They have come from forty states and seven foreign countries. . . . . Our graduates have entered twenty-six different colleges and universities and have maintained themselves with credit. . . . . Ideals of worthy character and efficiency have been impressed upon hundreds of students in whose strong lives the work of the Academy will be perpetuated. In no way was the real quality of the school more clearly shown than during the last few months of its work. . . . . Never was the work of the school performed more efficiently. Never were our various interests more successfully maintained. Never did our athletic teams win such splendid victories as during the weeks following the announcement that the school was to close. . . . . The standards of work and discipline were not lowered in the slightest degree.

Very different from the history of the Academy was that of the Divinity School. The first chapter of this work contains a sketch of the quarter-century of history of the Baptist Union Theological Seminary up to the time when it became the Divinity School of the University. The union of the two institutions brought the Divinity School in 1892 to the quadrangles of the University just then beginning to be developed by the erection of Cobb Hall and the dormitories south of it, two of which, Middle and South, became the homes of divinity students. Dr. George W. Northrup, who had long been president of the Theological Seminary, now insisted on giving up that position, and in accordance with President Northrup's desire, Professor Eri B. Hulbert of the Department of Church History became the first Dean of the Divinity School. The President of the University was president of the School, as of all the Schools of the University. The School was fortunate in being in the closest possible way integrated with the life of the larger institution. Not only had the movement for that institution had

its most active friends among the leaders of the Seminary, but the President had been one of its professors, and Dr. Northrup and Dr. Hulbert were among his closest friends and advisers. President Harper now resumed his old relation to the Old Testament work as Head of the Department of Semitics, which, by the terms of the union, was now a University department. The quarters assigned to the Divinity School were on the fourth floor of Cobb Hall. This brought the school into close touch with the rest of the University. The enrolment of students the first year, 1892–93, was two hundred and five, or more than one-fourth of the total enrolment in the University. The School during the whole period covered by this history was not only greatly strengthened in its work by its connection with the University, but it was much more intimately related to the life of the institution than is the case with some theological schools situated at universities. In the earlier years Divinity and graduate men belonged to the athletic teams, and Divinity students furnished captains for the football teams for three years.

One of the advantages to the School of the connection with the University was the immediate strengthening of the faculty. The number of professors, including those in Semitics, Biblical and Patristic Greek, and Comparative Religion, whose work was mainly with theological students, was more than doubled. The number of courses open to students was multiplied many times over, as they were at liberty to do one-third of their work in other departments of the University.

During the Quinquennial Celebration in 1896 the Haskell Oriental Museum, thereafter the home of the Divinity School pending the erection of a Divinity Hall, was dedicated. In connection with the exercises the Divinity students gave an ancient synagogue service, chanting the Hebrew psalms and responses in the presence of a distinguished assembly of oriental scholars.

A college degree had not been required by the old Seminary, but the Divinity School followed the growing strictness of the Graduate Schools in requiring a college degree equivalent to or equalized with that of the University. Nevertheless the

attendance was increasingly large. In President Harper's Decennial Report he said:

> The attendance during the last five years at Morgan Park averaged annually one hundred and fifty-six; the attendance during the last five years of its connection with the University [1897–1902] has averaged, on the basis of three quarters to the year, two hundred and fifty-four.

An event of great significance was the establishment in January, 1897, of the *American Journal of Theology*, edited by the Divinity faculty. This journal was a quarterly, and though not attaining a large circulation, was ably conducted and won a high rank among theological journals.

In 1907 Dr. Hulbert, who had served for fifteen years as Dean, passed away. Professor Shailer Mathews, who had been made Junior Dean in 1899, succeeded to the Deanship in 1907, the same year in which Dr. Judson, after a year as Acting President, became President of the University.

In 1911–12 the School took a most important step in the matter of its curriculum. It has been a common criticism of theological seminaries that they turned out scholars rather than practical, efficient workers. In his report to the President for the year in question Dean Mathews wrote:

> After careful consideration and full discussion, these general principles have been adopted for a curriculum:
>
> 1. The vocational curriculum should be of such a sort as will lead men to specialization and efficiency in various types of religious work. In general these types are: (1) the pastorate; (2) religious education in connection with churches; (3) work as missionaries; (4) social service; (5) special teaching in some particular discipline.
>
> 2. Such vocational curriculum should be organized in the interests of efficiency in the particular vocation, allowing (*a*) a full opportunity for general introduction to the underlying disciplines, and (*b*) an opportunity for specialization.

In the reports of the two succeeding years the Dean stated that every student who was a candidate for the degree of Bachelor of Divinity would be—

> required to take eleven units of practical work, covering public speaking, music, observation of work of institutions, actual experience in churches, or other types of religious work for which the student is preparing, [and] the curricula

as reported in 1911–12 have been still further developed, so that it is now possible to provide special preparation for those intending to enter the fields of foreign missions and social service.

The Divinity School until 1912 maintained as a part of its work the Swedish and the Dano-Norwegian Theological Seminaries. At this date the Swedish Seminary removed to Minnesota and the Danish work was transferred to Iowa. Although this change took away a considerable number of students the enrolment for 1914–15, including the Summer Quarter, was four hundred and ten. The faculty consisted of eighteen professors and instructors, while eleven other professors and instructors of the University whose work was closely associated with that of the Faculty of the Divinity School were members of the Divinity Conference. The following statement on the School's affiliation policy is quoted from a historical sketch published in the *University of Chicago Magazine*, March, 1915.

> The hospitable attitude of the Divinity School to all denominations led to the establishment in 1894 of the Disciples' Divinity House under the headship of Dr. Herbert L. Willett, who has been Dean since that date. In 1911 the theological work formerly done at Lombard College was organized at the University as the Ryder (Universalist) House, with Dr. Lewis B. Fisher, formerly president of Lombard College as its Dean. The only remaining part of its Scandinavian work still maintained by the Divinity School has lately been reorganized as the Norwegian Baptist Divinity House under the Deanship of Professor Henrik Gundersen.

The most noteworthy of these affiliations was that which in 1915 brought to the quadrangles of the University the Chicago Theological Seminary, the western divinity school of the Congregationalists.

> The Seminary and the Divinity School retain each its independence and exercise a full reciprocity in the treatment of each other's courses and instructors. The University offers the hospitality of its classrooms to the Seminary and the valuable library of the Seminary will . . . . find quarters in the University buildings.

The same sketch says further:

> That all denominations find the atmosphere of the Divinity School congenial and stimulating is constantly evidenced by the wide range of denominations represented in the student personnel of the school. Every quarter finds

from seventeen to twenty-one denominations represented. . . . . A most gratifying development of recent years has been the increase of active missionary interest in the school, and also the increase in the number of missionaries on furlough who come to the Divinity School for three or four quarters' work. It was estimated that last spring [1914] there were in the University as a whole more than seventy persons who had been, or were to be, foreign missionaries.

Attention is called to the fact that—

the administration of President Judson and Dean Mathews has been marked by the expansion of the Department of Homiletics into Practical Theology and Religious Education, the correlation of the departments of History and Church History, the development of the vocational curriculum and the extension of the policy of affiliation to seminaries in the case of the Chicago Theological Seminary.

The members of the Divinity Conference edited three journals, the *Biblical World*, the *American Journal of Theology*, and the *American Journal of Semitic Languages and Literatures*, and there were among them such producers of books as President Harper and his brother R. F. Harper, and Professors Burton, Mathews, Foster, Gerald B. and J. M. P. Smith, Anderson, Henderson, McLaughlin, Soares, Gunsaulus, Case, Hoben, Breasted, Dodd, Price, Willett, and George S. and Edgar J. Goodspeed. Rarely has any faculty possessed so large a proportion of editorial and journalistic writers and producers of books.

The Divinity School was from the first a vital, growing, progressive part of the University. Its professors assisted materially in welding into unity the faculties of all the schools and departments, entering heartily, with all the faculties, into that larger life which made the four hundred and more instructors of the University a singularly unified body with a common life and common interests. In the same way the Divinity students, with the students of other departments, entered into the common life of the University and were never a segregated body.

Although a part of the University, the Divinity School remained under the control of its own Board of Trustees which met regularly four times a year to transact its business. The Secretary, the Counsel and Business Manager, and the Auditor of the University Board held the same offices in the Divinity Board. The two Boards always worked together in absolute harmony. The Uni-

versity fostered the work of the Divinity School with great liberality. The income of the School from invested funds and students' fees rarely exceeded forty thousand dollars a year, but its expenditures were always above sixty thousand dollars. The excess expenditures were regularly made a part of the University Budget, and the current expenses were thus fully provided for every year. At the end of the first quarter-century, in February, 1916, a lecture hall and library building, long earnestly desired, was assured by a gift of two hundred thousand dollars for its erection. The site chosen for it was just north of Haskell, facing Kent across the central quadrangle.

There was a period, lasting several years, during which the Divinity School was the object of widespread criticism. Its professors were modern scholars. Their minds were open to receive the truth, and what they believed to be true they did not hesitate to teach. The higher criticism was, at the time in question, misunderstood and distrusted by conservative Christians, particularly by conservative clergymen. In the Divinity School the higher criticism being understood to be what it is—simply a method of historical study, approved by the modern scholarly world—was generally approved and used. The destructive results arrived at by some German critics were never received. The professors were constructive critics and did a great service to religion in leading the churches to a more enlightened understanding of the Bible. Suspicion gradually passed away and was succeeded by renewed confidence. This was evidenced by the increasing attendance of missionaries at home on furloughs. It was shown in the choice of President Judson during two successive years as the president of the Northern Baptist Convention. It was emphasized by the election of Dean Mathews in 1914 to the presidency of the Federal Council of the Churches of Christ of America, and in 1915 to that of the Northern Baptist Convention. And it was made particularly evident in the great attendance of pastors and teachers at the sessions of the Summer Quarter, when about eighty per cent of the large enrolment of the Divinity School was made up of pastors of churches and teachers in colleges, universities, and other divinity schools.

It will be recalled that one of the five general Divisions of the University was that of the Libraries, Laboratories, and Museums. The Division was not at first organized under a single head. At the outset there were no laboratories and no museums. There was, however, a library and, indeed, a large one. It was made up of the Berlin Collection, then estimated to contain one hundred and seventy-five thousand volumes, the library of the Theological Seminary, forty thousand volumes, and that of the Old University, given to the new one by John A. Reichelt, ten thousand volumes. It is certain that these estimates were excessive. In addition to the above a small collection had been given before the opening by Rev. Robert Cotton. Books, moreover, began to be purchased, particularly for the departmental libraries, several months before the University opened, and it is safe to say that it began its work with more than two hundred thousand books. During the first ten years there were added by gift, purchase, and exchange, in round numbers, one hundred and ten thousand volumes. Mrs. Zella A. Dixson was in charge of the libraries from 1891 to 1910, first as assistant and later as associate Librarian. As fast as laboratories were provided the leading professor in each was made Director. The unity of the Division was secured by the appointment of the Administrative Board of Libraries, Laboratories, and Museums. Following the erection of Walker and Haskell Museums, collections of museum material began to accumulate. Moreover the University theory of education demanded, not only departmental libraries, but also departmental museums, and in the early years museum collections began to be formed. In 1904 eight departmental museums had been formally recognized, although in some of them little or no progress had been made. As the University grew, as new laboratories were erected, and new museum collections accumulated, the effort to maintain the unity of the Division was abandoned and in 1903–4 the single administrative board became two; which, after some tentative combinations, became the Board of Libraries, the Board of Laboratories, and the Board of Museums.

Professor Ernest D. Burton was appointed Director of Libraries in 1910. For several years Mr. Burton had devoted much atten-

tion to library administration and architecture. By request of the President he had, during a visit abroad, studied European libraries and library buildings. He had been chairman of the Library Commission and had advised with the architect in arranging the interior of the Harper Memorial Library. He possessed marked administrative qualities. When, therefore, commodious quarters for the University's books were assured and the time came for beginning the development of the Library on a large scale, Mr. Burton was the only man considered for the position of Director of the Libraries. J. C. M. Hanson of the Library of Congress was secured as Associate Director, and the staff of cataloguers and assistants was largely increased. In 1915–16 the staff numbered nearly if not quite one hundred members. More than thirty members of the staff were busily engaged in cataloguing new acquisitions, numbering about two thousand five hundred each month, and the accumulation of uncatalogued volumes of the old library which at the end of the quarter-century still exceeded a hundred thousand. They were also engaged in a great re-cataloguing task.

After trial of other systems of classification, that finally adopted, which was intended to cover all the book resources of the University Libraries, was a modification of the Library of Congress system. The appropriations of the University for salaries and other library expenses, exclusive of student service, for 1915–16 exceeded seventy-eight thousand dollars; for books and binding, thirty thousand; and for student service, fifteen thousand, making the total appropriations one hundred and twenty-three thousand dollars. This may be regarded as the annual expenditure for the closing years of the first quarter-century. In the earlier years there were frequent special appropriations of considerable sums for the purchase of books, for example, fifty thousand dollars for a law library on the establishment in 1902 of the Law School and for the purchase and cataloguing of the Durrett Collection in 1913, thirty-seven thousand dollars. From the beginning the University acted on the principle that one of the essentials of a University was books, more books, and still more books. The Harper Memorial Library will house a million books. The library group of buildings and the departmental and house libraries will provide

room for as many more. It might be supposed that it would take several generations to accumulate so vast a number. But when it is remembered that in the first twenty-five years of its history the University had accumulated more than six hundred and sixty thousand books and pamphlets and at the end of that period was every year adding to the number more than thirty thousand bound volumes, and more than two thousand different periodicals, and every year or two purchasing or receiving donations of special collections, some single collections aggregating many thousand volumes, it will be seen that it will take little, if any, more than a single generation to fill every stack and every shelf.

After the completion of the Harper Library there was a great increase in the use of the libraries. The number of books taken out for reading and study and the number of readers in the great reading-rooms multiplied. For the year ending June 30, 1914, the total number of readers in the Harper Library alone was two hundred and ninety-two thousand. The Director estimated that the number in all the libraries was probably fully twice the figures given for the Harper Library. The increase in the Harper Library the following year was forty-five thousand.

Of the Laboratories and Museums something has already been said in telling the story of the erection of the buildings. Professor Thomas C. Chamberlin was Director of Museums almost from the beginning. No director of Laboratories was appointed until 1913, when that position was filled by the appointment of Professor Julius Stieglitz. To write at all adequately of the collections in the museums, and of the vast amount of research work done in the various laboratories would require a separate volume. A list of the more important collections in the museums may be found in the appendix.

Little has been said thus far in this history of the Graduate Schools. They have been mentioned incidentally more than once, but something more is necessary than incidental mention of these two Schools which formed so great a part of the University's life. It was a part of the plan on which the institution was organized to put the main emphasis on graduate work. President Harper said in the Report to the Trustees which he began in 1892 before the

University opened, and which he did not finish, "It is proposed in this institution to make the work of investigation primary." Johns Hopkins had struck this same note fifteen years before, but it had not built up a university great in numbers. And it strikes one curiously that President Harper, while believing strongly in a university for the Middle West, was so moderate in his estimate of the number of graduate students to be expected. That estimate for the first year was one hundred.

Before the end of that year the single Graduate School was reorganized into two—the Graduate School of Arts and Literature and the Ogden Graduate School of Science. The attendance reached the unexpectedly large number of two hundred and seventeen, twelve of these being non-resident. One hundred and sixty-two of these were in the Graduate School of Arts and Literature and fifty-five in the Ogden Graduate School of Science. At the July, 1893, Convocation, which marked the close of the University's first year, the President said:

> The facts show that the demand for graduate work was greater than could have been anticipated. . . . . The history of the Graduate Schools for the year shows also that eastern men will not hesitate to come west; that antiquity after all means little. Students soon learn where good work is done. In undergraduate work it may be the institution which draws students; in graduate work, it is not the institution, but the man.

It is easy to trace the connection between these remarks of the President and his experiences while considering the call to the presidency of the University. Eminent scholars had assured him that it would be impossible to attract graduate students to Chicago; that in New Haven, for example, it was not the men who happened to be in the faculty, but Yale itself that drew students; that eastern graduates would not go west; that an institution in Chicago would be provincial; that Dr. Harper would not live to see any considerable number of graduate students in Chicago, and much more to the same general effect. One distinguished scholar went so far as to say in print that to put a great graduate university "in Chicago would be only the next thing to putting it in the Fiji Islands." All these things later became subjects of merriment, but at the time, 1888–89, they seemed tremendously important

and sinister to the men who were fighting for a university in Chicago. They had their influence on the estimate of attendance in the Graduate Schools, so much influence, indeed, that the continued and rapid growth of these schools surprised the authorities. The attendance grew from the beginning. The building of great laboratories, the addition of new departments of instruction, the increase of the number of eminent scholars in the faculties, the multiplication of advanced courses of instruction drew increasing throngs of graduate students to the two schools. In 1895–96 the two hundred and seventeen of the opening year had increased to six hundred and forty-eight. In 1900–1901 the numbers had become one thousand and two—six hundred and sixty-eight men, three hundred and thirty-four women. Already the Summer Quarter had become the largest of the year in graduate attendance. Five years later, 1905–6, the Graduate Schools enrolled eleven hundred and twenty students, and it began to look as though they were approaching the natural limit of their growth. But in 1910–11, the enrolment showed an attendance of fifteen hundred and forty-eight. That the authorities were not unduly impressed by this somewhat remarkable growth and did not look for its uninterrupted continuance was made evident by statements of Dr. A. W. Small, Dean of the Graduate School of Arts and Literature, in his Reports to the President in 1908–9 and 1911–12. In the former Report he said, in referring to the steadily increasing number of graduate students: "It is not to be supposed the demand for Doctors of Philosophy or Masters of Arts is unlimited." He called attention to the "fact that the number of institutions offering, or professing to offer, instruction of the graduate type has been steadily increasing. . . . . Without question too, other universities have strengthened their graduate faculties in quality as well as in numbers." The fair inference from these facts was that the increase in the University's Graduate Schools' attendance was likely to suffer a serious check. In the Report for 1911–12 Dean Small said:

> The available evidence indicates that the number of graduate students is not likely in the near future to vary largely from the present level. No reason appears for fear that the number of our own graduate students will diminish, but nothing is in sight to warrant predictions of a larger attendance.

These statements were entirely true. It seemed impossible that the attendance of graduate students could continue to increase indefinitely. But again, as in the opening year, the developments of the last five years of the first quarter-century surpassed all expectation. In 1914–15 the total number of students in the two schools had increased to nineteen hundred and seventy-one. In that of Arts and Literature the enrolment was twelve hundred and twenty-seven and in the Ogden School of Science seven hundred and forty-four. The number of men in the two Schools was twelve hundred and nine and that of women seven hundred and sixty-two. The attendance for the last year of the quarter-century, 1915–16, was more than twenty-three hundred. In other words, in twenty-four years the attendance increased eleven-fold. This statement does not include some hundreds of graduate students in the professional schools of Divinity and Law. During the last eight or ten years of our period these numbered annually five hundred or more, making the number of graduate students in 1915–16 in all departments at least three thousand. The fact that the Summer Quarter attendance was about twice as large as that of other quarters was due to the flocking to the University of instructors of other institutions to employ their annual vacation in advanced studies. To the advantages of instruction under the Chicago professors was added the attraction of eminent teachers from other universities of this country and of Europe.

It was at the same time true that the advantages for graduate work became so widely recognized that every year found an increasing number of instructors from other institutions spending the other quarters also at Chicago for the purpose of pursuing advanced work during a leave of absence of six months or a year. Instruction was offered in the Graduate Schools in nearly a thousand courses of advanced study. Many of these were research courses. The Schools did not lose sight of the original purpose of President Harper in emphasizing the University idea in the Educational Plan. As Dean Small writes:

> The key to his whole conception of the University was investigation, research, discovery of something new, whether of fact, of method, or of valuation. His ideal was that the University should not merely duplicate what other

universities had been doing and were likely to do in much greater bulk in the future—viz., pass along the tradition of accumulated knowledge. He wanted the University to mark out for itself a distinct field. In brief, its aim should be to find out how to do better than had ever been done before everything that falls within the scope of teaching and research.

It was the conviction of President Harper that in the Graduate Schools his ideals as to research work were realized. In his Quarterly Statement made at the 1903 Spring Convocation he said:

> Nearly every member of every Department in the University is today engaged in investigative work in which effort is being put forth to make new contributions toward the better understanding of the subject studied.

He then took up nine departments and detailed the investigations under way in each of them. He described sixty-five pieces of research work being pursued at that time by the professors of these nine departments, promising later to present the work of investigation being done in other departments. The sickness which ended his life prevented him from carrying out this purpose. But the work went on, and the volume of it became so great that President Judson made reports of research in progress a regular part of his Annual Report. These reports of investigations going forward filled between twenty and thirty closely printed pages and represented every year twenty-five or more departments. This work of original research was not confined to the instructors. The students of the Graduate Schools had their part in it in laboratory and field work and in the seminars, in which small groups of advanced students met with a professor, from time to time, to work out problems given them for investigation.

High honors came to many of the professors for their achievements in the advancement of knowledge. Some of them were employed for a part of their time to conduct special investigations for the Carnegie Institution. Some received great prizes for notable achievements in science. Some were called on by foreign nations for assistance in arranging their fiscal systems. Some were called to Paris and Berlin for courses of lectures in the French and German universities. In the annual call made on the universities of this country for heads or resident professors at the American

Schools of Rome, Athens, and Jerusalem, professors of the Graduate Schools were frequently chosen.

The productive work of the members of the graduate staff was large. In addition to their editorial work and contributions in the University journals, they produced books in great numbers. As a part of his Decennial Report the President submitted a "list of the publications of the members of the University." Thirty-six departments were represented, including those of one professional school only. The President said in explanation of this latter fact:

> The School of Education, the Law School, and the Medical School were organized either toward the end of the decennium or at its close; this bibliography includes, therefore, only the departments embraced under the Faculties of Arts, Literature, Science, and Theology.

The theses of those who had received the degree of Doctor of Philosophy and important contributions to literature by graduate students were included. The list contained more than three thousand, five hundred titles. This work of publication continued through the following fifteen years covered by this history with annually increasing productivity. In the program adopted for the celebration of the Twenty-fifth Anniversary it was provided that a second bibliography should be published showing the publications of the members of the University during the past fiifteen years.

The degrees given in the Graduate Schools were those of Master of Arts, Master of Science, and Doctor of Philosophy. The requirements for the degree of Ph.D. were exacting. At least three years of resident graduate work were required, and often much more than that. A satisfactory final examination must be passed, and a satisfactory thesis must be presented and published. The degree was given, not on the basis of the completion of a certain amount of time spent upon a specified program, but as the recognition and mark of high attainments and ability in the candidate's chosen province. On this account the securing of the Doctor's degree was the great object of the graduate student's ambition. Notwithstanding the exacting conditions, increasing numbers achieved it as the years went on. At the end of the first year one candidate received the degree. In 1895–96 the number was twenty-three.

Nine years later it had risen to forty-four, and in 1914–15 to seventy-seven. A record number was foreshadowed for 1915–16 by the September Convocation of 1915 when thirty-nine candidates received the degree. Up to January 1, 1916, nine hundred and twenty-two Ph.D. degrees had been conferred by the University. The only other university in the country that approached these figures was Columbia which was conferring the Ph.D. degree before Chicago was born. The requirements for attaining the degree were nowhere greater than at Chicago. No students were more eagerly sought for as teachers in colleges and universities than those of Chicago's Graduate Schools. The demand was constantly greater than the supply, so great indeed that in some departments students were taken away from the University for teaching positions before they had won the Doctor's degree. These would later return and often finish their work and receive the degree in the Summer Quarter.

When the University of Chicago was founded the only graduate institutions in the country were Johns Hopkins and Clark. Harvard, Yale, Columbia, Princeton, and Cornell were doing some graduate work. Chicago was organized to lay emphasis on graduate work, to put that in the forefront, and in graduate work to emphasize original research. It may perhaps justly be said to have led the way in the educational movement of the quarter-century under review toward graduate and research work. Its example of putting the emphasis upon university as distinguished from college work was followed East and West. The great institutions of the country were colleges round which professional schools had grown up and in which more or less attention was given to non-professional graduate work. During the quarter-century under review all these institutions developed their graduate work in an extraordinary degree. When the University of Chicago began its work this was the development most needed in American education. It cannot be doubted that the conspicuous success of the University in its Graduate Schools gave a mighty impulse to this development. The Dean of the Graduate School of Arts and Literature after 1903 was Professor A. W. Small. Professor R. D. Salisbury became Dean of the Ogden Graduate School of Science in 1899.

It hardly needs to be said that, from the beginning, one of the important functions of the University was the preparation of students through its graduate departments and professional schools for teaching positions. Those who attained its higher degrees began at once to be sought as instructors in high schools and colleges. Applications came in from all directions for teachers. Some of them were made to the heads of departments, some to the deans, and many to the President. In a very few years it became apparent that the business of recommending teachers was to be one of great importance. In his Annual Report for 1898–99 President Harper made the following statement:

> In March, 1899, on the recommendation of the University Council, there was organized a board for recommendation of appointments. It seemed necessary to systematize more carefully the work of recommending students of the University for positions, especially for teachers' positions. In making recommendations it has seemed to be a wise policy to guard carefully every official statement given concerning the candidate for any position. The University has been so careful in this particular that students have sometimes felt themselves injured rather than helped by the statement furnished. It has never been the intention of the University to make a statement or to issue a letter at the request of a student seeking a position which would be distinctly injurious to the student. When, however, a question is raised as to the ability or character of a particular applicant, it is our policy to state the exact truth. . . . . The organization of the Board has greatly relieved the pressure upon the President's Office; secured more satisfactory data concerning the attainments of students; furnished the machinery for securing more easily the opinion of instructors; and it is a source of great assistance to superintendents of schools and boards of trustees. The work is under the charge of a special committee of five persons, with which is associated a representative of each department of the University. It is evident that the recommendations issued by this Board will prove to be statements on which full dependence may be placed. . . . . The recommendation is based in every case upon actual, personal knowledge of the student's attainments.

Soon after the establishment of this Board, Professor H. E. Slaught was made its executive secretary and built its work up into great efficiency. At the August, 1902, Convocation the President said:

> The number of requests from universities, colleges, academies, and secondary schools has increased in a most remarkable manner. During the past year over six hundred such calls for teachers have been received by the

University. . . . . The time has now come when the work of the Board of Recommendations should be broadened and assistance given to our students and graduates who do not expect to become teachers. . . . . Provision has been made for the secretary of the Board to collect information concerning possible openings in the business and professional world; to acquaint himself with the students desiring positions, and to assist in securing such positions. . . . . The work of the Board has been and will be provided for by the University without charge either to the student or to the employer. Full information concerning every applicant for a position will be kept on file in the office and recommendations will be based upon the scholarship, character, and executive ability displayed by the student while in residence.

The annual reports of Mr. Slaught, the secretary, were most interesting and informing. He frequently mentioned the "increasing number of candidates [for positions] among the women and the increasing number of calls for men." Of the four hundred and seventy-nine appointments in 1908–9 two hundred and forty were men and two hundred and thirty-nine were women. Appointments were made in forty-three different states, and there were applications that could not be filled from five other states. There were fifty-eight appointments to other than teaching positions. The salaries received ranged from four hundred and fifty to twenty-six hundred dollars a year, and averaged not quite a thousand dollars. The following year the secretary encouraged candidates for teaching positions by declaring that there was a gradual increase in the salary scale; that while in some departments there was an oversupply of candidates, "especially among the women," there were many departments in which the supply was "totally inadequate," and that the most important and pressing consideration was "the question of professional preparation of candidates," thus emphasizing the importance of the work being done by the School of Education. The secretary did not content himself with efforts to secure initial appointments for students just leaving the University. He followed them in their subsequent work and interested himself in securing promotions and better appointments for the more deserving, thus assuring the alumni of the continued interest of Alma Mater in their fortunes. In 1911–12 it appeared that the average salary of those receiving appointments exceeded a thousand dollars a year. In 1912–13 six hundred and four appointments were made, distributed through almost every state

and territory in the country, the aggregate of salaries received by these appointees exceeding six hundred thousand dollars.

Akin to the work of the Board of Recommendations was the student service in which scores of students were given employment of various sorts in the University by which they paid their tuition fees in whole or in part. Of a similar nature was the Employment Bureau by which work was found for students outside the University. Employment of many sorts was found by this Bureau enabling hundreds of students every year to earn a part and in many cases the whole of the expenses of the years they spent in the University. Thus the institution actively interested itself in its students' welfare from the day they entered throughout their college, graduate, and professional courses and after they had left the quadrangles during their earlier struggles to establish themselves in teaching, preaching, or business. It was amply repaid by having a loyal body of alumni, who, at the end of the first quarter-century, were already found in every state and territory of the Union and in many foreign lands. Of course there were other thousands of alumni who never needed the special sort of assistance here spoken of, who were equally loyal to their Alma Mater.

This history has already made some mention of Athletics in following the events of the first year. The Department of Physical Culture and Athletics was regarded as important enough to demand a Director, as though it were one of the great Divisions of the University. It was not, but it was something more than a typical department of instruction. Physical Culture was such a department. It does not call for special attention any more than other departments. All the departments, indeed, had interesting histories, but it is not the purpose of this work to go into them. But any history of the University would be quite incomplete which did not give some account of Athletics. It was in every way fortunate that athletic sports had warm and wise friends in both President Harper and President Judson. In his Spring Convocation statement in 1896 President Harper said:

> The athletic work of the students is a vital part of the student life. Under the proper restrictions it is a real and essential part of the college education. The athletic field like the gymnasium is one of the University's laboratories,

and by no means the least important one. The parent whose son has distinguished himself in an athletic team has good reason to be proud of the son's achievement. . . . . I congratulate the parent whose son is on the baseball team or the football field, as I shall congratulate myself if my son should be accorded the honor. [In 1915 Dr. Harper's youngest son became a member of the football team.] But here as elsewhere much depends on the attendant circumstances. If the work is not amateur work in the strictest sense nothing that I have said is true. If the life of the men is not of the highest character, all the higher because of peculiar temptations resisted, nothing that I have said is true. If the intellectual work of the men in their various departments is not of high order, nothing that I have said is true. That in the University of Chicago the first of these requirements will be observed we may well trust the Board of Physical Culture and Athletics, whose business it is to guard with jealous care the purity of college athletics. In the director of the work, Mr. Stagg, we have an example of earnest and conscientious manhood which exerts a powerful influence upon the men themselves toward right conduct and right living.

In this statement the President unfolded the University's athletic policy. That policy, never deviated from, may be formulated as follows:

1. Athletics were under University, not student, control. All athletic work was under the immediate supervision of the Director. Associated with him in the oversight of the work was the Administrative Board of the department, with the President of the University as chairman, and twenty prominent University officers with a representative of the alumni as members.

2. The Director was not a professional coach, under a temporary appointment, who must manage to win games in order to hold his place, but a permanent member of the teaching staff, of professorial rank.

3. It was insisted that intercollegiate contests must be pure amateur sports untainted by professionalism. Like other institutions with high ideals, the University was sometimes deceived, but every effort was made through the entire quarter-century to keep intercollegiate athletics on a strictly amateur basis.

4. Members of athletic teams were held up to a high grade of scholarship. If they fell below it they lost their places on the teams. More than once, as the students fully believed, a championship was lost because the Deans disqualified a man for

falling below the required scholarship standard on the very eve of the crucial game.

5. The University insisted on clean sport. Amateurs are capable of dirty play in their eagerness to win. This was never tolerated by the University. Mr. Stagg would not permit it. The Presidents would not allow it. If the students in their eager desire to see games won ever encouraged it, they outgrew this as the years went on, and it may be truthfully said that one of the traditions of the University came to be "Fair play in all athletic contests."

6. It early became a part of the policy that intercollegiate contests should be restricted within reasonable limits. This was found particularly necessary in football. So many colleges desired to play Chicago that not only was too great a tax on the time of the members of the teams threatened, but there was also danger that the undergraduates would become so much absorbed as to neglect their studies. The number of football contests was therefore limited to seven or eight each year.

A large amount of athletic work, as distinguished from the required work in physical culture, was done by both men and women students. Among the women this included basket-ball, indoor and outdoor baseball, field and ring hockey, roller and ice skating, tennis, golf, rowing, fencing, and swimming. The competitive side of athletics was developed by match games between the women of the University. No intercollegiate contests were permitted.

Among the men in addition to the regular required gymnastic work instruction was given in swimming, wrestling, and fencing. Class and department teams were organized in as many lines of competition as possible and schedules arranged to decide class and University championships. Teams for intercollegiate competition were organized in football, baseball, track and field athletics, basket-ball, swimming, wrestling, fencing, tennis, and golf.

In the early years much interest was manifested in baseball, but professional baseball soon threw the college game into the shade. Basket-ball won its way into great popularity. But football was, far and away, the great college game. The important

games attracted crowds of from twenty to twenty-five thousand spectators. It was not the policy of the University to emphasize football by providing such accommodations on Stagg Field as would invite immense concourses of people. It provided inviting accommodations for only about eight thousand spectators. For the great games temporary seats and standing-room were provided. These games awakened all the enthusiasm of the University. In anticipation of them student mass meetings were held, new college yells invented, and cheer leaders appointed to organize and encourage the cheering which it was fondly hoped would stimulate the team to its most heroic efforts. There has been much football literature, but it is doubtful if the game has inspired a finer ballad than that produced by one of the University's poets, Horace Spencer Fiske. It is a part of the athletic history of the institution. The first stanza and refrain are here given:

When the crowd has cheered the hostile teams and the band has played its best,
And roaring rooters warmed the lungs within the coldest breast;
When hat and cane and flag and feet have marked each rolling shout,
And the coin has told its little tale and the whistle sounded out—
Then the untried, slippery pigskin lies at rest upon the ground,
And silence wraps the people with expectancy profound.

Oh, the kick-off and the tackle and the sudden-footed punt,
And the stillness of the players on a down;
And the plunging and the lunging in the swaying battle's brunt,
And the megaphonic cries of town and gown!

In its intercollegiate contests the University may be said fairly to have divided the honors with the best teams of the Western Conference. In the different kinds of games—football, track, basket-ball, tennis, gymnastics, swimming, cross-country running, and golf—it turned out championship teams. Its teams won the western championship in football four times by an undisputed title and once with a title not quite conceded by its rivals, and thirteen times in tennis, or, to be exact, thirteen times in singles and thirteen times in doubles. In basket-ball in the ten years after intercollegiate contests began Chicago teams won the championship three seasons and tied once for first place. But strong

competitors won their full share of the championships in the various sports.

The gate receipts of the Athletic Department for the games played during a little more than twenty-three years from October 1, 1892, to November 30, 1915, was about eleven hundred thousand dollars. The expenditures were about the same. With the development of the business system of the University all athletic receipts and expenditures passed through the treasury. A quarterly budget was made and all expenditures were rigidly scrutinized and regulated by the Business Department. It will be seen from the above statement of receipts and expenses that the intercollegiate games were neither a burden nor a source of revenue to the University treasury. Some years there was a surplus, but there was sometimes a deficit. This deficit the University carried until it was made good by the football receipts of the autumn. It was football that earned the money to support the other athletic activities. Basket-ball contributed something, but the other games were a charge on the athletic funds.

Twice the Department sent baseball teams to Japan. The four-quarter system of the University permitted this to be done without loss to the members of the teams in their college course. They merely took the quarter of their absence as their regular vacation. Going under the supervision of an instructor the experiences of the trips were educationally valuable. They were, moreover, recognized as contributing to that better understanding with the Orient which furthers international peace. The teams, on both occasions, gave an excellent account of themselves, winning most of the large number of games played.

Amos Alonzo Stagg was the Director of the Department of Physical Culture and Athletics during the entire period covered by this history. For an officer in such a position he sustained a somewhat remarkable relation to the students and the alumni. Very early the undergraduates, as a mark of affection, began to call him "The Old Man." The appreciation of the graduates was voiced in an editorial in the *University of Chicago Magazine* in the January, 1913, issue:

> Mr. Stagg is now fifty years old. He has given twenty of the best years of his life to the incessant service of the University. His accomplishments in

athletics speak for themselves. For all the slenderness of our material and the strictness of our scholastic requirements, Chicago is usually the team which must be beaten if the championship is to be won. The West is pretty unanimous in the opinion that as a football coach Mr. Stagg is the best ever known. But his value to Chicago is not measurable in terms of athletics. As a moral force he is extraordinary. The moral evils of athletic competition of which we hear so much . . . . simply do not exist under his supervision. Rough play, rough speech, a lack of sportsmanship, he will not tolerate: and they are eliminated, not by his exhortation, but because they die in the shadow of his personality.

This chapter will conclude with an account of the Business Department of the University. It goes without saying that no department was more vitally related to the welfare of the institution. From very small beginnings it grew to very great proportions. For three years the Finance Committee, the Secretary of the Board of Trustees, and a single bookkeeper looked after the business. By the end of that period the assets had increased to above six million dollars. The time had come for the organization of a business department. The President of the Board, the Treasurer, and the Chairman of the Finance Committee had given much attention to the finances, but they had large interests of their own to look after. The Secretary of the Board, the writer of these pages, was not a business man, nor an accountant, and for many years was more than busy soliciting funds and collecting subscriptions in addition to his secretarial duties. At the annual meeting of the Board of Trustees in June, 1894, Major Henry A. Rust was made business manager, with the title at first of Comptroller. Major Rust was at the time Vice-President of the Board. This position he resigned on his appointment to the business management. He served the University in his new position with unwearied devotion until 1903, when having passed his threescore years and ten and served nearly nine years he insisted on being released. In his June, 1903, Convocation statement the President said:

> With a faithfulness born of his love for the work and based upon his large experience in business affairs he served the institution through the most difficult and delicate period of its financial history.

In the same statement the President said further:

When it became quite certain that Mr. Rust's determination to withdraw could not be changed, the minds of the Trustees turned at once to Mr. Wallace Heckman, with whom many of them had personal acquaintance, and who had been associated so prominently with the higher interests of our municipal affairs. After full consideration of the matter, and at great personal sacrifice, Mr. Heckman, to our delight, consented to take up the heavy load which Mr. Rust had laid down. He brings to the task which lies before him a large experience in business management; careful training of a legal character; and above all strong sympathy with the ideals of the institution.

Mr. Heckman was a successful lawyer and he was made Counsel and Business Manager, his appointment dating from February 1, 1903, so that at the close of the first quarter-century he had been engaged in his important duties more than thirteen years. He served the University with devotion, ability, and success.

The University was also most fortunate in developing in its own business office a master in university accounting. Trevor Arnett came to the University as a student in 1896 and was graduated in 1898. He then spent a year in the Graduate School of Arts and Literature. Mr. Arnett had before coming to the University as a student enjoyed exceptional advantages for learning the science of accounting in large corporations. As President Harper needed statistics and financial statements from the business office, and his attention was called to Mr. Arnett by Dr. Judson and Dean Carman of the Academy who had known him in Minnesota, the President began to send him into the office of the Business Manager to go over the books and prepare financial statements for the President's office. He continued this service for the President for two years while still pursuing his studies. He showed such a genius for accounting that, at the end of his first year of graduate study, he was persuaded to give his entire time to the business office with full charge of the accounting department. Two years later, July 1, 1901, he was made Auditor, the Comptroller becoming Business Manager.

There were now two general officers in the Business Department, the Business Manager and the Auditor. The former worked in close association with the standing Committee on Finance and Investment, and under that committee had the management of all property belonging to the University. He received and turned

over to the Treasurer all moneys and securities. He signed all checks (these being also countersigned by the Secretary) and took the initiative in seeking investments for the funds of the University. The Auditor was responsible for keeping proper books of accounts setting forth the financial condition and transactions of the University. He exercised a general supervision over all accounts of every department which had to do with receipts or disbursements. He was authorized and required to obtain full and true reports of all such receipts and disbursements, and every officer who received and paid out funds was required to keep his accounts in a manner satisfactory to him. The Auditor was to supply such financial statements as the Board and its committees and the President of the University required. All claims against the University were examined by him and could only be paid on vouchers certified by him. If he questioned any claim or found the appropriation insufficient to pay it he was expected to submit the account to the Committee on Finance and Investment for decision. It will be seen that both these officers had large authority and corresponding responsibility.

In 1900 A. C. Bartlett, one of the leading business men of Chicago, became a Trustee of the University. He was soon made chairman of the Committee on Finance and Investment and continued in that position during the rest of the period covered by this history. He was in close touch with the Business Manager. Mr. Ryerson, President of the Board, was in close touch with both Business Manager and Auditor, and gave one the advantage of his great business ability and the other of his expert knowledge of accounts. The result was the gradual working out of an admirable business management and an unexcelled system of University accounting. The bookkeeping of all departments was concentrated in the office of the Auditor. All persons handling cash were put under bond at the University's expense. All cashiers were required to make daily cash statements to the Auditor. They were subject to audit or transfer to other work without notice. Their work came under periodical examination during their vacations and at other times. Books of account were balanced each month. An annual audit was made by outside experts who went

through all the accounts, spending a month or six weeks in the most searching examination, not only of the accounts, but also of the securities. Every possible safeguard that could be devised was employed. No one person could draw checks, not even the Treasurer. Every check must be signed by the Business Manager and countersigned by the Secretary of the Board. No one person had access to the securities of the University. Such access could be had only by the Treasurer, or his representative, together with the Business Manager, or the Chairman of the Committee on Finance and Investment, or the President of the Board of Trustees. Some months before the close of each year a budget for the following year was prepared with great care, showing the probable receipts for the ensuing year and the appropriations needed by the various departments. This, with such changes as the Trustees decreed, was adopted as the basis of expenditure. In making up the estimate of probable fees from students the authorities gradually came to the adoption of one most important rule. This was to take the figures for the last completed year as the estimate of receipts from students. For example, if the fees from students for 1913–14 amounted to seven hundred and nineteen thousand dollars this was the amount estimated for 1915–16. No account was taken of the increase or probable increase, which the natural growth of the institution during two years would effect. The budget estimates of probable receipts were, therefore, extremely conservative. To make certain that the appropriations were not over-expended there was a Standing Committee on Expenditures, consisting of the President of the University, the President and Secretary of the Board, the Business Manager, and the Auditor. This Committee met once a week in the President's Office to consider more important questions of expenditure. The Auditor and Secretary had daily meetings to consider routine or minor matters. The budget estimates, both as to income and appropriations were grouped under ten sections, as follows: I, General Administration; II, Faculties of Arts, Literature and Science; III, Divinity School; IV, Law School; V, School of Education; VI, Libraries, Laboratories, and Museums; VII, University Extension; VIII, Printing and Publishing; IX, Buildings and Grounds; X, General Funds.

The office of the Auditor was at the University. That of the Counsel and Business Manager was in the business center of the city, though there were, of course, branch offices on the quadrangles.

In the investing of its funds the policy of the University was very conservative. Many of the large gifts made to it were in bonds, with some stock. In order to preserve the proper balance among the several forms of desirable investments for trust funds other forms of investment were found for many of these stocks and bonds. These forms included real-estate loans on central manufacturing or business property. Farm mortgage loans were made in well-seasoned corn-belt sections of Illinois and states contiguous to it, and where exceptional opportunity presented itself a purchase was made of some well-located central business property, usually one occupying a strong corner site with sufficient area to maintain an adequate improvement by itself. In this way the University came to own half a dozen very valuable corners in the business section of Chicago. When the first quarter-century ended the Business Department, which at the beginning had a single bookkeeper in the office and employed a dozen janitors, firemen, and other assistants for the care and maintenance of the buildings and grounds, was employing in the offices about one hundred cashiers, bookkeepers, stenographers, and clerks, and five hundred and fifty engineers, firemen, janitors, general laborers, and University Press employees, not including the scores of persons employed in the maintenance and care of the buildings owned by the University as investments of its endowment funds.

The method of conducting the University's business was so admirable that it was widely copied by other institutions. It was a common occurrence for the Auditor's office to be engaged in explaining to the business officers of colleges and universities the financial system of the University and its methods of accounting. Mr. Arnett, the Auditor, was frequently called, not only to colleges, but to great universities to assist the authorities in improving their business and accounting systems. So much were his services needed in these directions and so highly were they regarded that in 1915–16 the General Education Board requested the University

to release him for a sufficient length of time to prepare for them a report on Educational Finance, to be published in book form for the use of universities and colleges. Mr. Arnett was accordingly released from his ordinary duties for six months to perform this most important service for the educational institutions of the country. The University thus carried over into its business department the ideal of service which was so integral a part of its educational plan.

CHAPTER XV

SOME IMPORTANT EVENTS

In the course of this narrative the story of many important events in the history of the University has been told. There are, however, others which are so essential a part of that history as to demand attention and for which no place has yet been found. It is proposed, in order to make the narrative fairly complete, to group these events together and present them in the order of time in which they occurred. Events so crowded upon each other in the history of the University, the historical material is so superabundant, that it has been necessary to make careful selection, and, passing by many events that might be of interest, direct attention to those that touched most vitally the life of the institution.

The first of these occurred in the first year. The professors, strangers to each other and feeling the need of better acquaintance and closer fellowship, got together and organized in 1893 the Quadrangle Club. The earliest records of the Club have not survived its changes of location and its fires. Its first meetings were held in the Hotel Del Prado, where, in the first years, many of the professors found a home. The first president was Harry Pratt Judson, later President of the University. At the March, 1895, Convocation President Harper made the following interesting statement:

> The friends of the University will be pleased to learn that the Quadrangle Club is making plans for a permanent home on Lexington Avenue, opposite the University. The membership of the club, originally restricted to University instructors, has been opened to the Trustees of the University . . . . and others. The proposed club house will cost about thirty thousand dollars. This building, if erected, will serve as a social headquarters for the faculties of the University and their friends. The good already resulting from the organization of the club has been beyond estimate. With a permanent home, increased facilities, and closer proximity to the grounds of the University, the Club will be able to render a service to the University which no other agency could perform.

The club house was built on the southeast corner of Fifty-eighth Street and University Avenue, and was finished and occu-

pied in the spring of 1896. Here for a year and more the Club flourished. But in the summer of 1897 the new building was defaced and injured by fire. The repairs had barely been completed when on Christmas morning, 1897, the club house was practically destroyed by what was in fact the third fire, all these fires occurring during the last six months of the year. At the Convocation a week later the President spoke of the disaster with much feeling and concluded by saying:

> It would seem to be our duty to join together more heartily than ever before in an effort to make the club the strong and helpful factor in our University life which we now know it can be made. With the help our friends in the city will give us, we may give the Quadrangle Club a higher position than that which it has yet occupied, and what has seemed to be a calamity may perhaps yet prove to have been a blessing in disguise.

Robert F. Harper, then president of the Club, secured new quarters for the Club so promptly at 357 Fifty-eighth Street near Kenwood Avenue that the Christmas dinner was served there before the embers had cooled. With the same energy a new building, nearly or quite twice the size of the old one, was constructed and within six months was ready for occupancy. In this building the Club flourished during the remainder of the period covered by this history, in the last year of that period enrolling a membership of over three hundred, the largest it had ever had.

The constitution of the Club stated that it was "instituted for the association of members of the faculties of the University of Chicago and other persons interested in Literature, Science, or Art." This purpose of acquaintance and fellowship it accomplished with very large success. It is not too much to say that it was to the Quadrangle Club that the University largely owed the extraordinary spirit of unity and fellowship that prevailed between schools, departments, professors, officers of administration, Trustees, and alumni. The Club gave to its members the advantages of tennis courts, a reading-room, dining-room, billiard-room, living-rooms, and committee-rooms, with entertainments of many kinds.

Following Dr. Judson's term, the presidency of the Club was filled up to 1916–17 by Professors Henry H. Donaldson, Robert F. Harper, George E. Vincent, Frank F. Abbott, James R. Angell,

Shailer Mathews, Rollin D. Salisbury, George S. Goodspeed, Floyd R. Mechem, George H. Mead, Henry G. Gale, Gordon J. Laing, James H. Tufts, and James P. Hall.

In 1916 the Club made an arrangement in accordance with which its property was to pass into the possession of the University which was to build for the Club a larger and finer club house on the southeast corner of Fifty-seventh Street and University Avenue. In this arrangement there was every assurance that the Quadrangle Club, with greatly improved facilities, would occupy a place of increasing usefulness and power in the developing life of the University.

The next important event, not hitherto considered, was the establishing of the Summer Quarter. This quarter was so essentially related to the educational plan and became so essential a part of the University's life that it is difficult to realize that it was not a part of that life from the beginning. It took many years to get fairly before the country information as to what the Summer Quarter of the University of Chicago was. There came to be summer schools of a few weeks' duration, in other universities, giving instruction in some departments, and it was more or less widely supposed that they were of the same character as that in Chicago. They were doubtless good schools of their kind. But they were not in any way the kind of school the Summer Quarter at Chicago was. In the nature of the case they could not be. They were attachments, irregular and temporary additions, to the regular work of universities organized on the traditional nine-months or two-semester system. They were not and could not be co-ordinated with the regular work of the institutions that established them. There was only one Summer Quarter, that of the University of Chicago. That was a regular quarter of the University, in which the regular University work was carried on just as in the autumn or winter. The University year consisted of four quarters, Summer, Autumn, Winter, Spring, of eleven or twelve weeks each. Thus the Summer Quarter was not a summer school, but a University Quarter, during which the University was in regular session, with a full corps of instructors in all departments, and with students doing their regular work, from

the Freshman just entering the Junior College up through all grades and all departments to the man doing the most advanced work and earning at the end of it his degree as a Doctor of Philosophy. In 1892 such a Summer Quarter was wholly unknown. Its incorporation into the plan of organization of a university was an unheard of innovation. To institute it would be a new experiment in university education. And at the outset the University began without a Summer Quarter. It opened with the Autumn Quarter in 1892, and there was no Summer Quarter in 1893. There were several reasons for this delay in beginning the new experiment. It was realized by the Trustees that it would be expensive and the money it would cost was imperatively needed for other purposes. During the summer of 1893 the World's Fair would absorb attention. Its grounds were immediately adjacent to the University, and it was felt that this proximity would not conduce to serious study. Moreover the entertaining of visitors to the Fair in the dormitories would not only make the University favorably known to thousands of parents of possible students, but materially assist the needy treasury. President Harper hesitated about putting what he felt to be the great experiment of the Summer Quarter to the test until all the circumstances were favorable. His heart was set on its success. He believed it would be successful. But he would run no risk of even possible failure. It was decided therefore in July, 1892, three months before the University opened, that there should be no Summer Quarter in 1893. The second year 1893–94 showed an increase in attendance over the first year of about twenty-five per cent. The University was established and growing, and it was felt that the institution of the Summer Quarter should no longer be delayed. In the early years Convocations were held at the beginning instead of at the end of the quarter. At the Convocation held at the beginning of the Spring Quarter, 1894, the President said:

> When next we meet in Convocation, the most serious experiment of the University will have begun—the Summer Quarter. The provision for this quarter of the year's work has been made full and complete. During the twelve weeks two hundred distinct courses of instruction will be offered in thirty departments. The number of instructors during the Summer Quarter will be over eighty. The salaries for the quarter will be more than sixty

thousand dollars. The experiment is undertaken in no half-hearted way. It remains to be seen whether that great constituency upon which the future of our country is so dependent, the constituency of teachers, will find it possible and think it desirable to avail themselves of the privileges thus proffered. . . . . I may be in error. If so, time will show it. Meanwhile let us wait the issue of the experiment.

The experience of the first summer was highly encouraging. The President reported the attendance at six hundred and five, four hundred and three men and two hundred and two women. There were two hundred and twenty-three in the Graduate Schools. The President was so much encouraged as to say in the Convocation at the opening of the Autumn Quarter:

It is safe to assume that the number of students for the Summer Quarter of next year will be double the number of the present year.

It turned out that this assumption was not warranted. It was too much to expect. But the increase was most encouraging, being more than fifty per cent. There were nine hundred and thirty-two students against six hundred and five the year before. The Divinity and Graduate Schools showed the greatest increase—about one hundred per cent. It began to appear that large numbers of ministers, professors in colleges, and teachers in high schools were welcoming the new opportunities. At the close of the second Summer Quarter the President said in his Convocation Statement, no doubt with a deep sense of personal satisfaction:

It is no longer necessary to defend the policy of the University with respect to the Summer Quarter of instruction. The facts and figures of the quarter furnish complete evidence that the University did not misunderstand the situation when its work was organized upon this basis.

The President was so elated over the success of what was, indeed, his own great inspiration, that he was once more betrayed into prediction. He said in the statement quoted above:

If the present tendency is not checked by some force at present not visible, the Summer Quarter of 1896 will show the largest enrolment in the history of the University.

Again he was wrong so far as that particular year was concerned. But he was right as to the tendency, as will appear. The attendance in the Summer Quarter steadily increased, and increased more

rapidly than that of the other quarters. In 1900 it had risen to sixteen hundred and seventy-four. In 1906, the summer following President Harper's death, the Summer Quarter showed an attendance greater than any other quarter had ever shown, justifying his prediction that it would receive this recognition of its unique value. The attendance was two thousand, six hundred and eighty-eight. This primacy in attendance it maintained until 1911 when the Autumn Quarter regained the lead, enrolling three thousand, three hundred and thirty-two students against three thousand, two hundred and forty-nine in the summer. But the Summer Quarter immediately forged to the front again, and maintained its lead to the end of the first quarter-century. In 1915 the attendance was four thousand, three hundred and sixty-nine, exceeding the Autumn Quarter attendance by forty-five.

The Summer Quarter owed its extraordinary growth to the opportunities it offered to graduate students. So far as undergraduates were concerned it was the smallest of all the quarters. But clergymen, professors in colleges, instructors in high schools, and other teachers were drawn to it by the attraction of its advanced courses of study. In ever-increasing numbers they gave up their summer vacations that they might enjoy its advantages.

For the first seven years there was one unfortunate feature connected with the quarter. It opened July 1 and continued till September 22. This took more than the entire vacation period of most teachers. As a consequence many who felt the imperative need of at least a little time for rest and recreation were unable to remain through the entire quarter. As the quarter was divided into two terms, this resulted in a great falling off in attendance in the second term. The undergraduates also needed more than a single week's vacation. To meet this situation, and provide a vacation period for all, in 1901 the University Calendar was changed. The spring vacation week was thrown out and the Spring Quarter shortened a few days. The opening of the Summer Quarter was carried back to about the middle of June and it was made to end about September 1, or three weeks earlier than before. This change went far to remedy the only difficulty inherent in a summer quarter, the vacation difficulty. After this reformation

of the calendar, the second term showed a greatly increased attendance. At the September, 1903, Convocation Dr. Judson, Acting President in the absence of Dr. Harper abroad, said:

> In 1900 under the old system, the registration for the second term was seven hundred and twelve. For the second term of 1903 the registration has been fourteen hundred and ninety.

The authorities gave constant study to methods of increasing the value of the quarter to its students. The number of instructors was increased. The number of courses of study offered multiplied from two hundred in 1894 to more than seven hundred in 1915. Public lectures were given, covering many departments of study, and became a regular part of the work of the quarter. These sometimes numbered two hundred and were open without charge to all students.

In the light of this review it will be seen that the Summer Quarter "experiment" achieved a remarkable success. With the four-quarter system, of which it was the heart, it was the greatest inspiration of President Harper's educational plan. It differentiated the University of Chicago from all other universities. Did it render the traditional system of university and college organization antiquated? Its shining success raises that question which the future will decide. It certainly demonstrated during the first quarter-century of the University's life that it possessed all those great advantages which President Harper attributed to it. These advantages have been set forth in his own words in the chapter on "The Educational Plan." They might well be quoted again, but attention is called to only one utterance, which taken by itself alone, not only vindicates but glorifies the Summer Quarter. This related to the opportunity it gave to ministers, professors in universities, colleges, and normal schools, teachers in high schools, academies, and elementary schools, to continue their studies in a university during one of its regular sessions when all its activities were in operation and courses of instruction were offered which met the needs of the most advanced students. The service of the Summer Quarter to this great class was inestimable. It enlarged mental horizons, it quickened intellectual pulses, it refreshed and enriched minds, it reformed methods of teaching, it kindled ambition for

further progress, and sent preachers and teachers back to their churches and classrooms with enlarged resources, filled with new ideas about their work, their minds fertile in new plans, and in many ways equipped for increased efficiency. In 1900 President Harper reported at the Summer Convocation that there had been in attendance during that Summer Quarter one thousand and sixty-nine teachers. In 1915 the attendance included nine presidents of other universities, colleges, and normal schools, two hundred and eighty-seven principals of secondary schools, sixty-six pastors of churches, and totaled above two thousand, two hundred and fifty teachers and pastors.

It may be questioned whether the next event to be recorded was an important one. President Harper, however, felt it to be such. He was much interested in it and expected much from it. At the annual meeting of the Board in June, 1896, on the recommendation of the President, the Trustees adopted a statute instituting the University Congregation. It was a body composed of all the officers of administration and instruction above the rank of Associate, all Doctors of Philosophy of the University, officers of affiliated colleges when elected by the Congregation, and representatives of the Doctors and Bachelors of Law, Bachelors of Divinity, Masters and Bachelors of Arts, Literature and Science. The Congregation was to meet quarterly, and oftener if necessary. There was to be a quarterly Congregation dinner. Changes in the statute were made from time to time. One of these, made in 1909, provided for annual instead of quarterly meetings. This significant change indicated clearly that the Congregation had disappointed the hopes that led to its institution. The trouble about it was that there was no important function for it to perform. It was to consider subjects referred to it, to make recommendations to the governing bodies, to recommend to the Board the Convocation Orator, and conduct the Celebration of Founder's Day. It might interpose a temporary veto of an action of a faculty. It will be seen at once that these duties were for the most part trifling and such as could be performed better by a smaller body or by the President himself. The Congregation was clothed with no authority. Its routine work was so unimportant that its quarterly meetings

were without attractive interest and finally ceased to be held. Why, then, was the existence of the Congregation continued after it ceased to meet and after the statute regarding it was reconstructed in 1909? Probably because it has one responsibility that may become vitally important to the welfare of the University. It is a great democratic body consisting of the University and its Alumni, and it may "make recommendations to the governing bodies of the University." As long as things go well the Congregation may be said to have no functions, to be a fifth wheel in the coach. But if the time ever comes when things go wrong, when the "governing bodies" fail to guide the policies of the institution wisely, the Congregation can make its voice heard. True, it can only recommend. But it will represent such a constituency that its well-considered recommendations urged and perhaps insisted on, with the University and fifty or a hundred thousand alumni behind them, would reach a governing body with something very like authority. This, it is true, is a far cry; perhaps a very remote possibility. It is, however, the one thing that may make the institution of the Congregation an important event in the history of the University.

In July, 1896, the first anniversary celebration of the University was held. It was in anticipation of this event that the question of the date from which the University should count its years was first considered and given, perhaps, final decision. Should it be July 9, 1890, the day on which the original Board of Trustees held its first meeting and organized for business? Should it be September 10, 1890, the date of the issuance of the certificate of incorporation by the Secretary of State of Illinois? Should it be July 1, 1891, at which time the term of office of the first President began? Or should it be October 1, 1892, the day on which the University opened its doors to students and its work of investigation and instruction was begun? This somewhat difficult and important question was decided rather arbitrarily in favor of July 1, 1891, on which day Dr. Harper began his term of service as President.

The Quinquennial Celebration began on the anniversary of the day fixed upon, July 1, 1896. Several of the events of the cele-

bration, particularly the dedication of Haskell Oriental Museum and the laying of the cornerstones of the four Hull Biological Laboratories, have already been presented in the stories of those buildings.

On July 4, the national colors were presented to the University by the First Regiment of Infantry of the Illinois National Guard and an oration was delivered by Professor Bernard Moses of the University of California on "The Condition and Prospects of Democracy." On the final day of celebration, Sunday, July 5, sermons were preached by Dr. George Adam Smith of Glasgow, Scotland, and Dr. W. H. P. Faunce of New York in the Convocation tent.

But perhaps that which made the Quinquennial Celebration most interesting to the University was the presence of the Founder. Mr. Rockefeller had never before visited the institution. The students sang with great enthusiasm: "John D. Rockefeller, wonderful man is he, Gives all his spare change to the U. of C." and they were anxious to see his face. He was given a great reception, and by his modest demeanor, affable manner, and evident enjoyment of the celebration won all hearts. The Convocation was held in a large tent pitched in the central quadrangle. In connection with the exercises addresses of greeting were made to the Founder by Andrew MacLeish, Professors Northrup and Judson, and Henry L. Clarke, representing respectively the Trustees, the Divinity School, the faculties, and the students. Mr. Rockefeller was moved to respond, although he had consented to visit the University only after exacting from the President a promise that he should not be called upon to speak. Mr. Rockefeller's spoken messages to the University were so very few that this one is given as reported.

It is a great pleasure for me to be present. It is a very great pleasure to have had any part with you in this most important work. It is known perhaps to some of you that some eight or ten years ago an effort was made to establish in the city of New York an additional university. That question was under consideration for a number of years. At last it was decided that the place for the university was Chicago. I have never had any question since that time respecting that decision. It is due to you of Chicago, to your enterprising business men, to your public-spirited men, to say that in no other

city on this continent, in no other city in the round world could there have been accomplished what you have accomplished. I remember in the beginning, in conversation with your President, I was to have the relation of a silent partner. The gentlemen who are accustomed to business terms know that in business we have two partnerships, the one a general copartnership and the other a special partnership. In this firm, which has now assumed such great importance, I was to be the silent partner. I have it to say with pleasure that the covenant which was made with me has been kept five, six, seven years, more or less. I have nothing against the President. He got me here, but I assure you that nothing could give me greater pleasure than to look into your faces and contemplate what you have done. I want to thank your Board of Trustees, your President, and all who have shared in this most wonderful beginning. It is but a beginning, and you are going on; you have the privilege to complete it, you and your sons and daughters. I believe in the work. It is the best investment I ever made in my life. Why shouldn't people give to the University of Chicago money, time, their best efforts? Why not? It is the grandest opportunity ever presented. Where were gathered, ever, a better Board of Trustees, a better faculty? I am profoundly, profoundly thankful that I had anything to do with this affair. The good Lord gave me the money, and how could I withhold it from Chicago?

When Mr. Rockefeller, referring to what had already been done, said "It is but a beginning," the audience broke out into great applause. Quick to see the inference they were drawing, the instant the applause subsided he continued, "and you are going on; you have the privilege to complete it." For a moment the people felt the entire burden of the future of the University had been rolled from the Founder's shoulders upon theirs. The concluding sentences indeed reassured them. But they had learned that Mr. Rockefeller was too wise to commit himself by any implied promises. The incident was entirely characteristic. When Mr. Rockefeller gave he gave liberally and definitely, but he did not commit himself, by implication or otherwise, to anything more. He did not mortgage the future.

For nearly nine years after the opening of the University a religious service was held every Sunday, the addresses being given by speakers secured from time to time as opportunity offered. As time went on it was more and more strongly felt that, as the President said at the Summer Convocation in 1901, "the public services were not securing the attendance of students and faculty, nor ministering to their religious needs in an adequate way." In

that year, therefore, an appropriation of four thousand dollars was placed in the budget to enable the University to engage the services of the most distinguished preachers of all denominations who should reside at the University one, two, three, or four weeks, speaking on week days at the chapel assemblies, preaching on Sunday, and consulting at definite hours with any of the students who wished to talk with them. These eminent men became known as the University Preachers. The experiment began with the Summer Quarter of 1901. There being no assembly hall, the great tent in which the Decennial Convocation had been held was utilized for the summer services. There could have been no better illustration of the need of an adequate assembly hall than the use of this old tent for preaching services. It was fortunate that Mandel Assembly Hall was even then going up. When finished in the autumn of 1903, one of the earliest uses made of it was the holding of the first preaching service of the quarter when Dr. Charles Cuthbert Hall, president of Union Theological Seminary, New York, spoke. The most eminent clergymen in the country welcomed the opportunity of delivering their messages to the students of the University. It was an important part of the education of the young men and women, to hear these great preachers on Sunday and at the daily chapel assemblies and to meet men of high character and practical wisdom for advice and encouragement in the art of living. The University Preacher grew to be so much a part of the University life and so useful a part that he came to be regarded as an essential part of it.

The great celebration of the first quarter-century was the Decennial. The tenth anniversary was celebrated by a variety of interesting exercises beginning Friday, June 14, 1901, and ending the Tuesday following. It was at this time that the cornerstones of Hitchcock, the Press Building, and the Tower Group were laid, as has been told elsewhere. The addition to Foster Hall was dedicated. The formal opening of the School of Education took place, with an address by President Butler of Columbia delivered on the site of the School, and ground was broken by Colonel Parker for the permanent building. One of the student contributions to the celebration was the presentation in the open air north of Haskell

of *As You Like It*, which was so well done as to call for a second presentation. Another was the class gift to the University of a bronze tablet showing a likeness of Mr. Douglas and under it the following inscription:

> IN HONOR OF
> STEPHEN A. DOUGLAS
> WHO IN 1855 GENEROUSLY CONTRIBUTED TO THE FOUNDING OF THE FIRST UNIVERSITY ESTABLISHED IN CHICAGO THIS TABLET IS ERECTED IN JUNE, 1901, BY THE DECENNIAL CLASS OF THE UNIVERSITY OF CHICAGO.

Franklin MacVeagh made the address. The tablet was later placed in the Cloister of the Tower Group. There were also great alumni meetings. On Sunday four religious services were held. At one of these the President, departing from his usual custom, delivered the Baccalaureate Address to the graduating class. Monday, June 17, was devoted to educational conferences in which there were many addresses by eminent scholars of this and other countries.

The Convocation was held on Tuesday, June 18, in a great tent set up in the middle of the central quadrangle. Congratulatory addresses were made by Professor Frank F. Abbott for the faculty, by Arthur E. Bestor for the students, and by Hon. George E. Adams for Chicago. Mr. Ryerson represented the Trustees, speaking in particular of the factors entering into the growth and success of the University, paying special tribute to the services of President Harper and the munificence of Mr. Rockefeller, and saying that this recognition of the Founder was "inspired also by the moral encouragement which he has given at every onward step, and by the feeling that Mr. Rockefeller is not only the Founder of the University of Chicago and its greatest benefactor, but also an earnest sympathizer with its highest aspirations." Mr. Rockefeller had visited the University but once. Five years had passed since that visit and he had now yielded to the solicitations of the President and Trustees and was present during the five days of the Decennial Celebration. Following the other speakers at the Convocation he said:

It is a great pleasure for me to be present on this occasion. Five years have quickly passed since my last visit, and I see on every hand the great work which has been accomplished during that period—greater by far than our most sanguine expectations at that time.

The University he declared "would not be in existence today had it not been for" President Harper. After congratulating the University on its Trustees and faculty, Mr. Rockefeller continued:

Students of the University of Chicago, what can I say to you that will enable you to make the best use of your opportunities? You look out upon the world with bright prospects, and from a standpoint far more advantageous than that of many who preceded you. Whatever your station may be hereafter, do not fail to turn gratefully to your families and friends who have stood by you in your time of struggle for an education. Many of them toiled incessantly through long, weary years, that you might be possessed of advantages which they were unable to secure for themselves. I entreat you not to forget them, and not to fail, as the years go by, frequently to express to them your gratitude and regard, and to return to them, in loving and helpful attentions, the proof of the sincerity of your unfailing appreciation. These expressions will give happiness to them, and the reflex influence of your words and acts of gratitude will bring blessing to you. We all rejoice in your hope of success. We trust that you will be so anchored in the possession of sterling qualities that you will turn to best account whatever life has in store for you. In the end the question will be, not whether you have achieved great distinction and made yourselves known to all the world, but whether you have fitted into the niches God has assigned you, and have done your work day by day in the best possible way. We shall continue in the future, as in the past, to need great men and women to fill the most important positions in the commercial and professional world, but we shall also need just as much the men and women who can and will fill the humblest positions uncomplainingly and acceptably. The vital thing is to find as soon as possible the place in life where you can best serve the world. Whatever position this is, it is the highest position in the sight of good men and in the economy of God. I tremble to think of the failures that may come to some of you who are possessed of the brightest intellects and capable of the greatest accomplishments. I shall expect to see many who are here present among the slow, methodical, plodding ones, who are not at all distinguished as you are for brilliancy, go forward until at last they are found occupying positions of greatest honor and responsibility. Some of the foes which threaten your success may not be apparent to you until it is too late. If you are to succeed in life, it will be because you master yourselves, and if you are to continue masters, and not slaves, you do not need that I should say to you here today that you must jealously guard the approach of any foe to your well-being. You will do well not to underestimate the strength

of such a foe. How many a young man whom I knew in my school days went down because of his fondness for intoxicating drinks! No man has ever had occasion to regret that he was not addicted to the use of liquor. No woman has ever had occasion to regret that she was not instrumental in influencing young men to use intoxicants. So much has been said of late on the subject of success that I forbear making particular suggestions. The chances for success are better today than ever before. Success is attained by industry, perseverance, and pluck coupled with any amount of hard work, and you need not expect to achieve it in any other way.

Citizens of Chicago, it affords me great pleasure to say to you that your kindly interest in, and generous support of, this University have been of the greatest encouragement to all those interested in its welfare, and have also stimulated others to contribute to its advancement. It is possible for you to make this University an increasing power for good, not only for the city of Chicago, but for our entire country, and indeed the whole world.

The success of the University of Chicago is assured, and we are here today rejoicing in that success. All praise to Chicago! Long may she live, to foster and develop this sturdy representative of her enterprise and public spirit!

Following Mr. Rockefeller, President Harper reviewed the ten years' history of the University, mentioning as the four factors in its success, its professorial staff, its many friends, its Board of Trustees, and the character of the student body.

One occurrence at the Decennial Convocation accentuated a somewhat radical departure from the original purpose of the University. This occurrence was the conferring of honorary degrees on a group of distinguished men. *Official Bulletin No. 1* outlining the Educational Plan and published before the opening of the University said: "No honorary degrees will be conferred by the University." To emphasize the statement it was printed in italics. No honorary degrees were conferred until 1898. The Trustees warmly approved the regulation and it had passed into a statute. President Harper, as time went on, changed his view and in 1898 succeeded in persuading the Trustees to change the statute. In September he brought in a recommendation that the honorary degree of Doctor of Laws be conferred on President McKinley. The Trustees were more than ready to honor Mr. McKinley, but they were extremely reluctant to begin the practice of conferring honorary degrees. They would not reject the recommendation, but they could not at once bring themselves to adopt it. They,

therefore, deferred action. The President and Senate, however, had been so wise in their selection of the first candidate, that at the next meeting the Trustees gave way, and President McKinley became the recipient of the first honorary degree conferred by the University of Chicago. A special Convocation (the twenty-sixth) was held in Kent Theater on October 17, 1898. President McKinley was welcomed by a great concourse. Addresses were made by Dr. A. K. Parker and Dean Small. Dean Judson presented Mr. McKinley and President Harper conferred upon him the degree of Doctor of Laws.

No candidates were thereafter recommended to the Trustees for honorary degrees until the approach of the Decennial Celebration. When on May 15, 1901, the President reported informally the purpose of the Senate to recommend the conferring of honorary degrees on fifteen candidates as a part of that celebration, the Trustees again drew back. The record reads:

> After an extended discussion the following motion was made: That the Trustees consider it inexpedient to confer more than five honorary degrees at the present time. The following motion was offered as a substitute: That the President be requested to return the list of fifteen names under consideration to the Senate to the end that the number may be reduced.

The Board of Trustees was a singularly united body and almost invariably acted with unanimity. On this question, however, although the substitute was adopted, it was by a divided vote, three Trustees voting against it. The next meeting held six days later, May 21, brought the following communication from the Senate.

> The Senate of the University herewith recommends for your consideration the accompanying list of names for the highest degrees to be conferred on the Decennial celebration. The number of candidates presented is not inconsistent with the wise policy of making the degree a distinction because of its rarity, because the rule of the Senate to recommend not more than four names in any one year has been so carefully observed that only one such degree has been given since the organization of the University. To the Senate it has seemed best to wait and concentrate upon a larger number on the occasion of a great event, such as the celebration of our Decennial, in view of the fact that a similar observance cannot, in the nature of things, recur for ten or fifteen years. Attention is also called to the evident necessity of a list on such an

occasion which, while not large, should escape the charge of narrowness by representing the main groups of scholarly activity. The list, viewed in this light, is extremely limited.

This communication marked the end of active opposition to the conferring of honorary degrees in the Board of Trustees. The recommendation of the Senate that ten men receive the degree of Doctor of Laws, and two that of Doctor of Divinity was adopted. They were a body of eminent men, and the conferring of the degrees on them at the Decennial Convocation was greeted with great acclaim. The President and Senate were thereafter sparing in their recommendations for honorary degrees, allowing themselves, only once prior to the celebration of the twenty-fifth anniversary, any considerable license. In 1904 arrangements were made for a visit to the University of a number of distinguished German scholars, and the degree of Doctor of Laws was conferred on seven men.

Far and away the most important event connected with the celebration of the tenth anniversary was the issuing from the University Press of the Decennial Publications. President Harper felt that there could be no more appropriate way for the celebration of the anniversaries of a University than the production and publication of books by its scholars. He early secured an appropriation of two thousand dollars for such publication. In the President's quarterly Convocation statement made six months before the celebration he said:

> In addition to the usual events which are associated with such a celebration, as representing the different interests of the University, it has been thought wise to undertake the publication of three volumes. One of these will present a report of the administration of the University during these ten years including an external history of the institution during this period; a second volume will contain a history of the work of individual officers and of departments. This history will include the titles of articles, pamphlets, and books which are believed to be real contributions to philosophy, literature, and science. . . . . A third volume will contain contributions from representatives of the various departments, prepared in honor of this occasion, and published for the first time in this volume. . . . . It is earnestly hoped that all will join with hearty co-operation in this effort, and that the results may at least in part fulfil the expectations of all concerned.

The result of this appeal to the scholars of the University must have astonished the President as much as it gratified him. They

deluged him with manuscripts. These were so many and so valuable that in the quarterly statement of April, 1902, the President announced that the series would include ten volumes instead of three. And these volumes turned out to be, not ordinary octavos, but quartos. The ten volumes equaled twenty octavo volumes of five hundred pages each. In September, 1902, the *University Record* reported another enlargement in the scope of the Decennial Publications, saying: "Arrangements have been made for the publication of a second series of volumes in octavo." The number of volumes in this second series reached eighteen, making the total number of volumes twenty-eight. This extraordinary enlargement of the original plan of publishing three volumes proved to be a very serious strain on the resources of the University at a somewhat critical period. It involved an expense of above fifty thousand dollars. President Harper never wavered in his conviction that it was a wise investment, even amid the financial difficulties of those years. He summed up his estimate of its value in the April, 1904, quarterly statement, saying:

> The value of this enterprise to the University and to the University Press as a publishing organization has been, and will continue to be, inestimable. In previous reports I have emphasized its importance on the scientific side. It is safe to say that no series of scientific publications so comprehensive in its scope and of so great a magnitude has ever been issued at any one time by any learned society or institution, or by private enterprise.

It was not expected that the Decennial Publications would return a financial profit. They did not. A very large number of volumes were distributed gratuitously among the libraries of the world. But it should be added that thousands were also sold. A number of the books went to several editions. More than half the expenditure involved was returned from the sale of the publications, and this sale had not ceased at the end of the first quarter-century. The Decennial Publications contained the work of eighty-one contributors.

An event occurred in 1902 which the writer is in doubt about setting down as important. He is in doubt as to whether President Harper considered it particularly important. But it is quite certain that at the time of its occurrence very many persons, inside

the University and outside, considered it extremely important. It was the inauguration of what was popularly known as the policy of segregation. In the final statement to the public, explaining the policy, the President said:

> The proposition briefly stated is as follows: to make provision in the development of Junior College work as far as possible for separate instruction for men and women, upon the basis of extending equal privileges to both sexes.

The first hint of this change was given at the December, 1901, Convocation. The President, after announcing the organization during the Autumn Quarter of the Women's Union for the promotion of the interests of the women of the University, and speaking of the large success attending the policy of coeducation, continued:

> But it should be remembered that no apparent progress has been made during twenty years in adjusting the general principles of coeducation to special situations. . . . . Certain limitations have already clearly fixed themselves. It is not deemed proper that men and women should take physical exercise together in the gymnasium. . . . . While coeducation is unquestionably to be recognized as a permanent element in American higher education, its exact nature and the limitations which attend it will, for a long time, furnish excellent subjects for consideration and experiment. It is important that our own University . . . . should be one of the institutions which shall undertake to make contribution to the present knowledge and experience on the subject of coeducation.

The President's mind worked fast, and a month after making the statements quoted above he submitted recommendations on the subject to the Trustees, providing for separate instruction for men and women in the Junior Colleges. These recommendations were referred to the Committee on Instruction and Equipment for consideration and report, and on being approved by the Committee, after a full discussion were adopted by the Board on February 18, 1902. It was not intended to put the new policy into immediate effect, large building plans being connected with its practical administration, although these were not, except in a very slight degree, essential to it. The Senate and the Junior College faculty had already approved the policy.

No sooner, however, did it become known that the policy had been adopted by the Trustees than a somewhat serious conflict

began to develop. It was the University's first and only civil war during the first quarter-century. The new policy was attacked as the first step in a movement to bring coeducation in the University to an end. It was assailed with a multitude of arguments. The conflict occasioned a division in the faculty. At one stage of it the Congregation disapproved the action of the Junior College faculty in accepting the new measure. That faculty promptly reaffirmed its action. Fifty-eight instructors sent a protesting memorial to the Board of Trustees. President Harper in submitting this memorial said that it represented about one-fifth of the total number of instructors. When this memorial was submitted the Trustees invited Dr. Judson, then Head Dean, to meet with them and make explanations in the matter of the ten objections to the proposed policy made in the memorial, which he did to their apparent satisfaction. This conflict raged for nine months. It was carried outside the University. Printed forms of protest were prepared and circulated. Many letters, some of them bitter, protesting against the policy were received by the presidents of the Board and of the University. The Trustees reconsidered their action adopting the policy, and gave full opportunity for this war of words, or, perhaps it should be said, this interchange of views, to proceed. It was not until October 22, 1902, after considering and discussing the question for months that they took final action, as follows:

> The action of the Junior College faculty recommending that, in the development of the Junior College instruction provision be made as far as possible for separate sections for men and women, having been presented to this Board by the President of the University, with the indorsement of the University Senate, and the various protests and objections on the part of the friends of the University interested in the subject to the recommendation, together with a memorial of protest from members of the faculty, having been duly read and considered:
>
> It is resolved that the recommendation of the Junior College faculty and Senate of the University, reported to the Board by the President of the University, be approved and adopted as the action of this Board, and the President of the University is requested to formulate a plan for its practical administration and present the same to the Board for its approval.

Fifteen of the Trustees were recorded as favoring the action and four as opposing it, a division which probably fairly reflected the

division among the University instructors. The President was authorized to prepare a statement on the whole question for publication. This he did, discussing the matter at length, showing what the proposition did not involve and what it did involve, and considering it historically, administratively, architecturally, socially, and pedagogically, and in its relation to the charter of the University.

The new policy was put into operation in the spring of 1903. The vast building plans at first associated with it were found not to be in any way essential to it. Ellis Hall, already built, was given to Junior College men and Lexington Hall was built at small cost for women. It was soon found that the separation of the sexes was confined for the most part to first-year students. One of the objects aimed at, the relief of the congestion in Cobb Hall, was at once realized. Otherwise the life of the University went on just as before. The women of the University enjoyed not less, but having a building of their own, more advantages than before. The war suddenly ceased. One was tempted to ask, What was it all about? At the end of 1904 the Dean of the Junior Colleges reported to the President as follows:

> So far it may be said: (*a*) that it has quickly become a recognized institution and causes neither comment nor discussion; (*b*) it meets most of the objections against throwing suddenly into constant association large numbers of young men and young women just leaving home and entering on a new experience; (*c*) it seems to meet the approval of the instructors to whom separated sections have been assigned; (*d*) it does not seem to have affected unfavorably the general social life of the institution; (*e*) it cannot be said to have shown any marked influence one way or the other upon the scholarship of the first-year Juniors.

At the end of 1905 the Dean said in his report on this subject:

> The experience of another year has served only to emphasize the points which were tentatively suggested in the last report. On the whole it may fairly be said that the plan has accomplished what it was hoped might be brought about, and this without any of the serious consequences which in certain quarters were apprehended.

With this the subject disappeared from the official reports. The application of the policy did not create a ripple on the surface of University life, and whether this so-called segregation was an important event must be left to the decision of the reader.

There was one great tragedy in this early history of the University—the illness and death of President Harper. In 1903, with no suspicion of the nature of his trouble, his friends began to see that his labors were wearing on him and persuaded him to go abroad for rest. He was absent from the University fifteen weeks. On his return he made a written report of extraordinary activities in the the interest of the University, which had taken him to London, Berlin, and Constantinople, concluding this report of his three months' rest in these words: "Of the fifteen weeks from the June Convocation to the first of October, five, including two on the steamer, have been spent in rest, the remaining ten have been devoted to the work of the University." Quite unconscious himself of his hidden malady, he wondered why his sense of weariness continued, and in January, 1904, requested the Trustees to mature a plan for affording him relief from the full measure of service rendered by him, and providing that he have an annual leave of absence of six months, "preferably from July to January." He was immediately granted six months for the current year and the consideration of a permanent plan of relief was taken up. President Harper's inability to rest was never more remarkably illustrated than in the following item in the *University Record* for March, 1904:

> The President of the University, after undergoing a serious operation for appendicitis at the Presbyterian Hospital on March 1, surprised everyone by his rapid recovery and presided at the opening function connected with the fiftieth Convocation . . . . the President's dinner to official guests at the Chicago Club, on the evening of March 18.

He thought, his friends thought, the cause of his feeling of exhaustion had been removed. But the complete recovery he expected did not come. The author will never forget the day, a few months later, when with Major Rust he was called to the President's house. Dr. Harper said he had something he wished to tell them. They went over in high spirits to learn what the good news was. They greeted him with some hilarity and were dumbfounded to hear him say:

> I have asked you to come to say to you that I have today received my death sentence from my physicians. They have discovered that my trouble is internal cancer.

Thus, a year and half before his death, he knew what was before him. The story of the heroism of those eighteen months is well known. Other operations followed, the last one on February 22, 1905. Indeed every means of relief was tried. Meantime the President's labors continued. In February and March, 1905, four new books from his pen appeared—*The Trend in Higher Education;* a revised and enlarged edition of *The Priestly Element in the Old Testament; The Structure of the Text of the Book of Hosea*, and the *Commentary on Amos and Hosea*. He continued to meet with the Trustees regularly until August 29, 1905, and to preside at most of the quarterly Convocations up to and including that of September 1, 1905. In the autumn of that year he published another book: *The Prophetic Element in the Old Testament*. In December, the last month of his life, he began to prepare the quarterly statement for the January Convocation, but was able to make a beginning only. This fragment contained about seven hundred words and was printed in the *University Record* of January, 1906. President Harper died on January 10, 1906, in the fiftieth year of his age and the fifteenth of his presidency.

Rarely has a man met death in so serene a spirit. It did not come as a surprise. A few weeks before the end he wrote to a friend:

> Nobody knows when it will come, but it will come—I mean the end. For myself I do not think it will be a very long time.

In consultation with Dr. Judson he prepared in full detail the program for his funeral. It was like him to request that except the half-day of the funeral "all University regular exercises be continued." It fell to the Secretary of the Board to call on him a day or two before his death to tell him of the business transacted by the Trustees at a meeting they had just held, in which he was much interested. Some foolish statements that have been made as to Dr. Harper's religious experiences during the closing days of his life lead to the relation of the following part of this interview. He introduced the subject of his death, then so imminent, and said that his "faith was infinitely stronger and sweeter than ever before" and repeated twice over "infinitely, infinitely," with a depth of feeling his hearer can never forget. The only thing that

PRESIDENT HARRY PRATT JUDSON

seemed to be troubling him was the question whether there was anything more he could do for certain members of the University whom he named. So, seeking to the last to do some service to others, "passed the great heroic soul away." It was the end of an era in the University's life. This book would have a chapter on President Harper's administration were not so much of what has been written simply a history of that administration. Among the multitudes of tributes to him none more completely summarized his University work than that one written by Lyman Abbott and printed in *The Outlook* ten days after President Harper's death:

> An executive to whose sagacious energy the University of Chicago is a splendid monument, an administrator from whose instinctive observation and unfailing memory no detail escaped perception and recording, we believe that his greatest and most permanent influence is due to an idealism . . . . that enabled him to create a new type of University. The distinguishing characteristic of the German university is scholarship. . . . . President Harper in the University of Chicago has given the world a new type, because a type animated by a different spirit and proposing to itself a different aim. If we may define the spirit of the English university by the word "culture" and that of the German university by the word "scholarship," we may define that of the new type that President Harper has given to the world by the word "service." . . . . The difference which we here note is relative, not absolute, a difference not of essence but of emphasis. The older college of the English type produces gentlemen. The newer college of the German type produces scholars; and doubtless the University of Chicago has produced both scholars and gentlemen. But the unconscious emphasis of the first has been on quiet culture, of the second on zestful investigation, of the third on preparation for an active American life. The scholarship which the first has regarded as a means and measure of self-development, and the second as an end in itself, the third has regarded as an equipment for service.

At the time of President Harper's death Dr. Judson was performing the President's duties. Dr. Judson had been the one man to be summoned to the President's assistance in the summer of 1892 to assist in the general work of organizing the University. He had exhibited such practical wisdom, such organizing skill, and such genius for administration that as Dean of the Faculties he had from the beginning been the second officer in the University. When the President was absent Dean Judson performed his duties. If a proposed policy was questioned he was called in, as in the case

of segregation, to advise with the Trustees. When the first foreshadowings of President Harper's illness sent him abroad for rest in 1903, Dr. Judson was "requested" by the Trustees "to assume the responsibilities of the President's office during President Harper's absence." In 1904 and 1905, whenever the President could not do so, Dr. Judson attended the Board meetings in his place and presided at faculty meetings and Convocations. During the closing months of 1905 he was virtually President of the University. When in December President Harper wrote to the Trustees that he was at last ready to accept the six months' vacation they had been pressing on him for two years, he said:

> During my absence I recommend that as usual the affairs of the University be placed in the hands of Mr. Judson, the Dean of the General Faculties, and I beg the Board to make such financial provision for the extra service this involves as may seem to them just.

That Dr. Judson would preside over "the affairs of the University," was assumed to be so entirely a matter of course that the only action taken at the time was the following:

> The matter of Dr. Judson's duties and compensation was referred to the Committee on Instruction and Equipment for consideration and report.

At the meeting of the Trustees held January 16, 1906, they took the following action:

> That the faithful and arduous administrative work done by Dean H. P. Judson during the long illness of President Harper, while undoubtedly prompted by his love for his stricken friend, none the less commands the admiration of all who know the sacrifice of strength and time involved. The University and its Trustees being indebted to Mr. Judson for the service so gladly rendered and so efficiently performed, it is therefore—
>
> Resolved by this Board that its warm appreciation and thanks be conconveyed to Mr. Judson for his loyal devotion to the University and its President in the assistance given during a trying period, and for the tact, skill, and success with which his work has been done; and that Professor H. P. Judson, Dean of the Faculties of Arts, Literature and Science be appointed Acting President to serve until the election of a permanent President.

The Acting President-elect was requested to meet the Trustees, and was informed by President Ryerson of the action of the Board. Accepting the appointment, he spoke briefly in acknowledgment of the action of the Trustees, bespeaking their sympathy and

co-operation in the new service to which they had called him. On the day following this meeting the Senate of the University met and voted:

That the Board of Trustees of the University be informed that the Senate has heard with great pleasure of the high appreciation by the Board of Trustees of the services of Dean Judson during the trying period of the past year and of the appointment of Dean Judson as Acting President of the University, and further that the Senate as a body and its members as individuals will give to Mr. Judson hearty and earnest co-operation in every possible way.

No committee on the nomination of a President was appointed for more than a year. Meantime the work of the University went on with increasing prosperity. The attendance of students in the Summer Quarter of 1906 was greater than ever before. The Nominating Committee was finally appointed February 15, 1907. The Committee had a number of eminent men suggested to it. But Dr. Judson had conducted the affairs of the University with such wisdom, ability, and success that his election was a logical necessity of the situation. One week after its appointment the Committee submitted the following report:

Your Committee appointed to nominate a President of the University respectfully report: That the Committee heartily and unanimously recommend to the Board that Mr. Harry Pratt Judson, now Acting President, be elected President of the University.

Respectfully submitted,

Martin A. Ryerson
Andrew MacLeish
E. M. Barton
A. C. Bartlett
Jesse A. Baldwin

On the submission of this report Judge Baldwin read a telegram from Trustee Frank O. Lowden strongly favoring Mr. Judson for President. Mr. F. T. Gates expressed J. D. Rockefeller Jr.'s preference, and Mr. A. C. Bartlett reported a similar message from Charles L. Hutchinson. The roll being called on the motion that the report be adopted and Dr. Judson be elected President, the motion was adopted by a unanimous vote. Dr. Judson, having been called in to the Board room and advised of his election, made a brief address, accepting the position, and the business of the meeting

went on. Thus simply was this great question settled and this important action taken, and the University once more had a President. The installation of President Judson took place in connection with the Sixty-second Convocation, on March 19, 1907. Mr. Ryerson, President of the Board of Trustees, formally announced the election of the new President, and said:

> At the earnest request of President Judson it has been decided that no elaborate installation ceremonies are to mark his assumption of the office. President Judson desires to enter upon his new duties quietly and without ostentation. Therefore the brief announcement which I am now making, together with a brief acceptance of the office on his part, will constitute the only ceremony to mark the event.

Continuing, Mr. Ryerson, after the briefest address, said:

> Speaking for the Board of Trustees, I now declare Dr. Judson duly installed as President of the University of Chicago.

President Judson responded very briefly. He expressed his assurance of the loyal co-operation of every Trustee:

> To my colleagues of the Faculties [he said], I look with entire confidence for the same staunch and considerate friendship which so many have shown in the long months past. We are not strangers to one another. I ask no better lot than to work out with them the great problems which are before us.

He spoke of the spirit of the students, their feeling of "obligation of keeping the fair name of our University unspotted." Declaring that to share in the development of a university was a "precious privilege" he concluded as follows:

> It is as such a privilege, relying on the sympathy and cordial support of all, that this opportunity for large usefulness is accepted; and I undertake the responsibility placed upon me, pledging only that I will do the best that lies in me to carry it worthily.

The installation of the new President was unattended by display, and he entered quietly upon his great duties.

Having assisted in organizing the educational work of the University in 1892, having been the second administrative officer from the beginning, having often been called upon to perform the duties of President, having for more than a year been Acting President, understanding the organization from top to bottom, and being in perfect sympathy with the University's ideals, knowing every

instructor, having worked in perfect harmony with the faculties for fifteen years as Head Dean or Acting President, and having fully demonstrated his abilities as an organizer and administrator, President Judson was fitted in an eminent degree for the position he was called upon to fill. From the first he carried his great responsibilities with apparent ease and with pronounced success. The work moved forward without friction, as naturally and successfully as though there had been no break in the administration. Funds flowed into the treasury in unprecedented sums. The number of students continued to increase, so that in the ten years of President Judson's administration covered by this history the annual enrolment nearly doubled, going from less than five thousand to more than eight thousand. New departments of instruction were established, investigation was encouraged, teaching gifts were recognized, the entrance requirements were better adjusted to the work of the high schools, and radical measures were taken to raise the standard of scholarship. New buildings continued to adorn the quadrangles, many blocks were added to the grounds, and the business of the University was conducted with prudence and efficiency.

The growth of the University during President Judson's administration is vividly shown by the following comparisons:

On January 1, 1906, the total assets of the University were..	$18,114,466.33
On January 1, 1916, they had grown to.....	38,948,036.45
—an increase of.....	115 per cent
The total cost of buildings and grounds on January 1, 1906, was.....	7,183,845.27
On January 1, 1916, the total cost was.....	11,414,925.95
—an increase of.....	58 per cent
The budget of operating expenses of the University for the year ending June 30, 1906, was	1,220,206.25
For the year 1915–16 it was estimated at not less than.....	1,824,192.00
—an increase of.....	49 per cent

The increase in the number of students also kept pace with the increase in the material resources of the University.

For the year 1904–5 the total enrolment was.....	4,598
In 1915–16 it was estimated at not less than.....	8,560
—an increase of.....	86 per cent

In 1906 the fifteenth anniversary of the University was celebrated. Before the death of President Harper an elaborate program for this celebration had been prepared. That event would have prevented any celebration at all under ordinary circumstances. But the circumstances were not ordinary. President Harper had expressed the earnest desire that the anniversary should be celebrated, and it was known that the University's fifteenth anniversary marked the semi-centennial of the founding of the first University of Chicago. In reporting on the question to the Trustees, President Judson submitted a dignified program from which all the special festivities had been omitted. This was approved and the celebration was held in connection with the June, 1906, Convocation. A special effort was made to gather the alumni of the old University and of the new one. One item in the celebration was the publication of an Alumni Directory. The days of the celebration were largely devoted to commemorating President Harper and his work. The alumni, in their memorial resolutions, said:

> A thousand years hence, around the gray walls of the University he loved, the name of Dr. Harper will be known and revered as a man who organized his splendid vision in a living and abiding institution for the highest service of the world through its trained and gifted sons and daughters.

The Convocation address was delivered by Professor William Gardner Hale. In speaking of the circumstances attending his call to the University in 1891, he said:

> I saw, as I believed, the seat and promise of a great university, which any man might be proud to help to build. Five things, beyond the money needed to make the start, were essential to the success of such an enterprise; an able and winning leader of high convictions, not only upon undergraduate but upon graduate work; a strong and devoted body of trustees; a commanding situation in the midst of a great section of the country; the immediate neighborhood of a vigorous and powerful community, full of confidence in itself and in the future of its city and with a reasonable leaven of belief in the intellectual life; and the existence in that community of a well-developed common- and high-school system. Of all these things I expected to find but one—the commanding position in the heart of the country. I found all five.

Mr. Hale followed this statement with a noble eulogy of President Harper. Professor E. H. Lewis delivered a Convocation Ode. He began thus:

> But yester-eve here closed the prairie flower
> Whose trivial beauty is forgot today.
> The plain has blossomed into hall and tower,
> And viewless dreams are visible in gray.
> The granite chapter of romance is told,
> And these enchantments by the morning kissed
> Reveal the theme of all the future tones
> And music manifold.
> Last touch of magic, see the tender mist
> Of delicate ivy stealing up the stones.

The tribute of Mr. Lewis to President Harper stirred all hearts. It closed as follows:

> Hebraic-minded in Teutonic frame,
> Great toiler, builder great, and greater friend,
> Creative hope, aspiring like a flame,
> Wielder of power to power's most noble end,
> Live, live in us, brave spirit, teaching still
> The broader vision and the braver act.
> And in that valley of the staff and rod,
> Teach us the hero's will,
> Who smiles from lips by human anguish racked,
> And dies firm trusting in a human God.

In the quarterly statement on the condition of the University President Judson said of the anniversaries:

> This fifteenth anniversary of the founding of the University coinciding with the semi-centennial of the founding of the original University of Chicago, and in a way marking the end of an epoch in the life of the institution, it seems fitting to recognize. The circumstances of the year just closed, however, dictate the simplest possible recognition. It has been thought proper, therefore, to have no unusual festivities, and to make the event in a way strictly a family affair. To that end the speakers have without exception been chosen from our own number. The Convocation Preacher of last Sunday and the Convocation Chaplain of today, Rev. Dr. Henry Clay Mabie, is an eminent graduate of the Old University. The Phi Beta Kappa address last evening was given by Professor Albion Woodbury Small, from the beginning the Head

of the Department of Sociology. The Convocation orator, Professor William Gardner Hale, Head of the Department of Latin, was the first head of a department to be appointed in the organization of the new University. The Convocation Ode we owe to Professor Edwin Herbert Lewis of Lewis Institute, one of the early Doctors of Philosophy of the University.

Looking back fifty years, he said:

It is now half a century since the beginning was made in Chicago of an institution for higher education. . . . . It was a good college, and for three decades it did under many difficulties a thorough work in training students.

In his retrospect of fifteen years, he gave these statistics:

Of the twenty-one original Trustees seven are still on the Board, namely, Messrs. Eli B. Felsenthal, Edward Goodman, Charles L. Hutchinson, Andrew MacLeish, Henry A. Rust, Martin A. Ryerson, and Frederick A. Smith. Of the one hundred and twenty members of the faculty of the University proper in 1892–93 sixty-three are still on the faculty roll of 1905–6. Ten of the faculty have died. In the present faculty of the University proper, consisting of two hundred ninety-five members in lieu of the one hundred twenty, besides the sixty-three who were here the first year, eighteen were students in the year 1892–93. . . . . More than three-fourths of the present faculty have come since the fall of 1892.

Reviewing the organization and history of the University President Judson spoke at length on "Original Ideas Which Have Lived," closing his statement with these words:

The organization, modified in some details, is essentially that originally projected.

Of President Harper he said:

The President whose large ideas gave shape to the institution, whose energy, buoyant hopefulness, and ready grasp of business made it possible to strike out on new lines and to create that which did not exist, has gone from us. He remains with all a precious memory. He lives and will live throughout the history of the University in the great work which he accomplished and in the virile ideas which he embodied in the University and which will live through the ages. His loss is to us beyond measure. We can only, all of us, take up the work which he initiated and carry it on in the same spirit of fidelity to duty and of hope for what is to come.

This was the last of the celebrations of the first quarter-century prior to that one which marked the twenty-fifth anniversary in June, 1916, in connection with which this history is published.

The last event of importance, not hitherto considered, was the formal adoption by the Trustees of the system of Retiring Allowances and Allowances for Widows.[1] This important subject had been before the Trustees for ten years or more before the system was finally matured. Both Presidents had strongly urged it. Mr. Ryerson, President of the Board, had made an exhaustive study of the subject. Mr. Arnett, the Auditor, had more than once submitted carefully prepared and very elaborate tables of figures indicating what sum would be required for the adequate capitalization of a liberal system. During the earlier years in which the plan was under consideration the University was very hard pressed for funds to carry on its expanding work, and it was simply impossible to set aside a Retiring Allowance Fund. The Trustees were always in favor of a Retiring Allowance plan. They delayed adopting one for three reasons. First, the University began with a faculty of comparatively young men, and the decision of the question was not at first urgent. Second, there were no funds available for the proper capitalization of any adequate plan. Third, the maturing of a wise plan required years of study. The rapid passing of the years changed all this. After twenty years some members of the staff began to be advanced in life. This fact had made it necessary to grant two or three retiring allowances before any plan was matured. This the Trustees did not hesitate to do. Each case reminded them that the adoption of a scheme regulating all cases must be hastened. Meantime, happily for all concerned, the resources of the University were rapidly increasing. The traditional annual deficit had been transformed into an annual surplus. In 1910 the complete solution of the financial difficulty came in the Founder's great provision for the addition of a million dollars a year for ten years to the University's resources. As early as 1907 a plan had been submitted to the Board by Mr. Ryerson, Mr. MacVeagh, and President Judson to be put into effect "as soon as the financial provision is assured," and had at that time been adopted "tentatively." Now that this provision was assured Mr. Ryerson, to quote from the minutes of the Board of Trustees,

brought before the Board the matter of retiring allowances, the plan adopted tentatively at the meeting of December 2, 1907, together with estimates of

[1] See Appendix, p. 498.

annual expenditures and capital involved, and the matter was referred to the Committees on Finance and Investment, and Instruction and Equipment for consideration and report.

The joint committee reported the matured plan on February 13, 1912, and it was adopted on the same day and made a statute of the University. As such it was printed regularly in the *Annual Register*. It may be found in the Appendix of this volume. Its provisions were most liberal, assuring to the officers of administration and instruction annual allowances of from one thousand to three thousand dollars after their retirement at the age of sixty-five or seventy. This action of the Trustees gave profound satisfaction to the members of the teaching staff. Professors do not follow a money-getting calling, and this provision for the years following their retirement, and for their wives, if these survived them, gave them a sense of security they had never before felt. For the first time they were able to anticipate the period of their retirement without apprehension.

On the adoption of this plan the Trustees established a Retiring Allowance Fund and put into it at once two hundred thousand dollars. They continued this laudable practice from year to year, and at the end of the first quarter-century the Fund already aggregated twelve hundred thousand dollars.

CHAPTER XVI

THE LATER BUILDINGS OF THE FIRST QUARTER-CENTURY

In October, 1915, John D. Rockefeller, Jr., visited the University. In connection with his visit the *Chicago Herald* printed the following editorial with the title, "A Wonderful Campus":

John D. Rockefeller spent an hour last Monday inspecting the campus and buildings of the University of Chicago. "It is all beautiful and wonderful," he said at the end of it. "It makes me want to come back to school."

It is beautiful and wonderful. One of the principal features of the beauty and the wonder of it is the air of antique dignity which the buildings wear. Chicago University is, comparatively speaking, a new institution. But as one looks at the massive Gothic piles of stone, many of them covered with ivy or other running vines, it is hard to realize that they are not "ancient of days" and redolent of scholastic traditions.

One gets this impression of antique dignity more powerfully from the campus and buildings of the University of Chicago than from many an older institution of equal rank, Harvard, for instance. There are many red-brick buildings on the Harvard campus. Red brick may grow old, but it is hard for it to acquire an air antique and dignified. The full effect goes with stone and, as a matter of course, with the style of architecture.

This institution out on the Midway is growing more beautiful and wonderful with the passing years. It is truly a noble cluster of buildings—one of the sights and ornaments of the city. Chicagoans who travel and observe the campus and structures of universities in other states have every reason to return with a feeling of especial pride in the great institution on the South Side.

The editorial calls attention to the style of architecture. A letter of June 12, 1891, tells an interesting story of the way in which late English Gothic came to be adopted for the University buildings. It says:

The first buildings designed by Mr. Cobb in the original competition were very plain Romanesque. Mr. Ryerson and Mr. Hutchinson did not think this the appropriate style. They, therefore, went to Mr. Cobb after he was nominated architect [early in June, 1891] and said to him, "If you were to make an absolutely independent choice as to the style of the buildings what would it be? "Oh," said Mr. Cobb, "I should prefer the very latest English Gothic." "Well," said Mr. Hutchinson, "I guess our mission is accomplished." They had gone over to advise that very style.

Following the end, in 1904, of the third period of building, during the thirty-two months of which thirteen great halls had been erected, the Committee on Buildings and Grounds led a comparatively quiet life for nearly six years. Not entirely quiet, for, as will appear, one great problem was before it all that time.

The University of Chicago, unlike, in this respect perhaps, any other, had a great library to begin with. But twenty years passed before it had a library building. The need was most urgent, but the funds could not be found. Months before the University opened its doors to students President Harper began his efforts to find a patron who would erect this building. He never ceased these efforts. The intensity of his feeling on this subject may be judged from the following quotation from the Convocation statement of April 1, 1899:

> There is another need the greatness of which I am entirely unable to express. In another part of the decaying building used for a gymnasium have been placed over two hundred and fifty thousand books and pamphlets. . . . . Thousands of these volumes, if destroyed, could not be replaced. The building is so bad that every severe storm does injury through the roof to many volumes. If a fire were to break out, nothing could save these hundreds of thousands of books. I confess to you, I never retire for the night without the terrible dread that perhaps before morning the library will have been destroyed. Pledging the friends of the University that as its President I will spare no pains to discover the benefactor who will thus lift from us this heavy load, I, nevertheless, here and now, wash my hands of all moral responsibility for a calamity the magnitude of which will only appear when it shall occur, which calamity may an all-generous Providence forbid.

The benefactor so earnestly desired and sought for did not appear, and in order to keep the need before the friends of the University and to emphasize it through the presentation of well-considered plans, on June 24, 1902, the President recommended and the Trustees approved the appointment of a Commission on Library Building and Policy. The Commission consisted of the President of the University, three Trustees, Messrs. Martin A. Ryerson, Franklin MacVeagh, and Frederick A. Smith, and six members of the faculties, Messrs. Ernest D. Burton, John M. Coulter, Albion W. Small, Harry Pratt Judson, William Gardner Hale, and Frederic I. Carpenter. This Commission studied the

THE BRIDGES, HARPER MEMORIAL LIBRARY

questions submitted to it with great care and prepared an elaborate printed report which was approved by the Trustees and adopted September 16, 1902. In accordance with the recommendations the library building, when erected, was to stand on the spot where later the Harper Memorial Library was built. It was to form the center of a group of nine buildings, which should include, in addition to Haskell Oriental Museum already built, those for the Divinity School, the Classical departments, History, Social Science, Philosophy, and the Law School.

> Tentative plans for all the buildings of the Library Group as thus planned were drawn in connection with the preparation of the report of the Commission. Those of the library building itself were repeatedly restudied by the architects, Shepley, Rutan & Coolidge, in the next six years and submitted for criticism, not only to the Board of Trustees, but to many of the librarians of the country.

Thus writes the chairman of the Commission, later Director of the University Libraries, Professor Ernest D. Burton. President Harper in his Decennial Report issued in 1902 refers at length to the work of the Library Commission and says:

> The building for which there is the greatest need is the Library. On this point the entire membership of the University faculties agrees. . . . . The greatest assistance that could be rendered the University would be the provision of such a building.

This profound conviction of President Harper as to the urgent need of a library building for the best development of the University was well known to the Founder, the Trustees, the professors, and friends of the institution. On his death in January, 1906, therefore, there was a very general feeling that this building, so much desired by him, must be erected as a special memorial of the University's first President. Perhaps the first formal expression of this general feeling was contained in a telegram to Mr. Ryerson from John D. Rockefeller, Jr., dated January 16, 1906, ten days after the President's death, saying:

> If the Trustees favor the erection of a University Library in memory of Dr. Harper, my father will join with the Doctor's many friends in Chicago and the East in a contribution toward it.

Committees were immediately appointed by the Trustees, the Senate, and the alumni on a Memorial to President Harper. Their united recommendation that "the General Library building be made" such a memorial was adopted and received general approval. Advantage was not immediately taken of the proffer of Mr. Rockefeller. These committees invited subscriptions, the committee of the Trustees from the general public, that of the professors from the members of the faculties, and that of the alumni from the graduates and students. It was not until 1907 that the assistance of the Founder was sought. His response, written by his son, contained the following proposal:

> My father will be responsible for providing three dollars for every one dollar contributed by others up to a total to be provided by him of six hundred thousand dollars, upon the condition that this pledge shall apply only to such subscriptions as have already been secured or shall be secured for the purpose, on or before April 1, 1908, and paid on or before January 1, 1909.

These conditions could have been complied with easily had it not been for the extraordinary financial panic which suddenly prostrated the business of the country. The subscription was, however, completed in January, 1909. The Founder added fifty-five thousand dollars to his contribution, and the contracts were let in January, 1910. Ground was broken on January 10, 1910. Quite unintentionally it thus happened that actual work on the Memorial Library began on the fourth anniversary of the death of President Harper. The cornerstone was laid June 14, 1910. Addresses were made by Clement W. Andrews, Librarian of the John Crerar Library, and by Professor Ernest D. Burton. The cornerstone was laid by Mrs. William Rainey Harper. The building was completed in June, 1912, two years and five months after the breaking of the ground. The formal dedication occurred in connection with the June, 1912, Convocation. In his Annual Report President Judson said of the fund raised:

> This total sum of approximately one million and forty thousand dollars was provided by a gift of six hundred and fifty-five thousand dollars, from the Founder and three hundred and eighty-five thousand dollars from other sources. The will of the late Mrs. Elizabeth A. Hill provided thirty-eight thousand, six hundred and sixteen dollars and ninety-two cents as a part of the endowment fund. Two hundred and ten thousand, nine hundred and ninety-

two dollars and eighty-two cents were given by upward of two thousand different friends of the University, including members of the Board of Trustees and of the faculties, students, alumni, and many others. The remainder of the total amount came mostly from the accretion of interest.

The final figures showed that the total amount of the fund was one million, forty-five thousand, five hundred and fifty-two dollars. The cost of construction and furnishing was eight hundred and fifteen thousand, five hundred and six dollars. Deducting some incidental expenses, two hundred and sixteen thousand dollars remained in the maintenance fund.

The building was dedicated with elaborate ceremonies on June 10 and 11, 1912, in connection with the eighty-third Convocation. On the evening of June 10, the Library was thrown open for the President's reception. Four thousand or more people thronged the spacious edifice and were shown about the building and the quadrangles by about two hundred guides. The dedicatory exercises were held on the morning of June 11 in the open air on the north front of the building in the presence of more than four thousand people. Addresses were delivered by President Judson, Dean A. W. Small, Donald R. Richberg, speaking for the alumni, Henry Edward Legler, of the Chicago Public Library, Charles A. Coolidge of Shepley, Rutan & Coolidge, the architects, and by the venerable President Emeritus of the University of Michigan, James B. Angell. Dr. E. H. Lewis of the Lewis Institute and author of the "Alma Mater" recited a dedication poem: "House of the Word," written for the occasion.

Following the addresses the President of the Board of Trustees, Mr. Ryerson, presented to President Judson the keys of the new building, saying in part:

> This building is dedicated to the memory of a man whose career is worthy of being commemorated in the most notable manner. The importance of his services to our University and to the cause of education in general cannot be too fully recognized and the magnitude of his monument is still within the measure of our estimate of his life work. We have wrought as largely and as beautifully as we could in order to express, not only our appreciation of this work, but also the affection and esteem in which his memory is held by the members of the University and by the thousands who have contributed to the fund devoted to the erection of his monument. . . . . What we have here,

after all, is but an opportunity and a promise of great usefulness. It remains for the faculty, Trustees, and friends of the University to see that this opportunity is not lost, that this promise is fulfilled, and that this Library shall indeed in its intellectual influence as well as in its material form perpetuate the memory of William Rainey Harper in a manner worthy of his great learning and of the great work which he accomplished.

With confidence that to this end we shall all strive, I now, Mr. President, on behalf of the Board of Trustees of the University of Chicago, present to you the keys of the William Rainey Harper Memorial Library.

In accepting the keys President Judson said:

I accept these keys as a symbol that this noble building now becomes a permanent part of the equipment of the University, and to the end that its beneficence may immediately be realized I hereby transfer the custody of the Harper Memorial Library to the Director of University Libraries, in the full assurance that by its use, to employ the words of the University motto, "Knowledge will increase, and life be ennobled and enriched."

Director Burton receiving the keys said:

Greatly rejoicing in the fulfilment by the completion of this noble building of hopes long cherished by the whole University, but sobered by a deep sense of the responsibility which is symbolized by these keys, I accept them at your hands; and speaking for myself and all my colleagues of the Library staff, I pledge you, sir, that this building shall be used and that the Libraries of the University shall be administered in the interest of the departments of research and instruction, and for the promotion of culture, knowledge, and scholarship. When all those who are present today in positions of responsibility shall have long ago laid down the insignia and duties of office, may this beautiful building still stand to commemorate the life of him whose name it bears and may it continue to be sacredly used for the promotion of those high purposes to which you, Mr. President, have by your words dedicated it today. *Crescat scientia; vita excolatur.*

The dedication was attended by sixty delegates from sister institutions of learning, bringing greetings to the University and bearing tributes to the memory of President Harper. An elaborate printed souvenir of the occasion was issued and presented to the guests at the reception. It contained a sketch of President Harper's life, a full statement relating to the Library and brief accounts of the other buildings of the University, with a list of the larger contributors to the institution, and of the buildings that were felt to be urgently needed at that time, and of those that would be needed in the near future. This souvenir was very fully illustrated.

WILLIAM RAINEY HARPER MEMORIAL LIBRARY

The Library was there described as giving the University another illustration of English Gothic architecture of the collegiate type, inspired by the examples of King's College Chapel at Cambridge, and Magdalen College and Christ Church at Oxford. The Library was not copied from any particular building, but the features of its design had their origin in the motives of those ancient buildings and it was wrought in that style of architecture to meet present-day needs. The building was two hundred and sixty-two feet in length and eighty-one feet wide. The towers were one hundred and thirty-five feet in height and had seven floors. Inside the entrance of the West Tower was a bronze tablet given by the class of 1908, bearing the following inscription beneath the University coat-of-arms:

TO HONOR THE MEMORY OF
WILLIAM RAINEY HARPER
FIRST PRESIDENT OF THE UNIVERSITY OF CHICAGO
BORN 1856 DIED 1906
THIS BUILDING WAS ERECTED
BY GIFTS OF THE FOUNDER OF THE UNIVERSITY
MEMBERS OF THE BOARD OF TRUSTEES
ALUMNI, STUDENTS, AND OTHER FRIENDS
A.D. 1912

Over the north central entrance the following inscription was carved:

IN MEMORY OF
WILLIAM RAINEY HARPER
FIRST PRESIDENT OF
THE UNIVERSITY OF CHICAGO

The book stacks rested directly on the ground of the deep basement and were carried independently of the building, the stacks filling the basement and running up in parts of the building through several floors. It was intended that the first floor should eventually be wholly occupied by stacks, but, with the exception of the East Tower stack, it was temporarily given up to classrooms, an assembly room, and a suite of offices for the President of the University. The general administrative offices and working rooms of the Library were on the second floor. The main Reading-Room, one

of the great rooms of the University, was on the third floor, occupying the whole of the middle section of the building, and seating at reading-tables three hundred and sixty-four readers. Adjoining the Reading-Room, in the West Tower was the Public Catalogue and General Delivery Room. From this floor bridges led directly to the libraries in the Haskell Oriental Museum and the Law Building. Eventually there was to be an immediate communication with the reading-rooms of the other buildings of the Library Group.

There were four public entrances to the Library, three on the north from the quadrangles and one on the south from Fifty-ninth Street. The central court of the Library Group bounded on the south by the Library, on the east by the Law Building and Rosenwald Hall, and on the west by Haskell Oriental Museum and the space set apart for the Theological Building, was named Harper Court, and it was planned that in the center of it there should stand a bronze statue of President Harper.

In the chapter on "The Earlier Buildings" mention was made of the addition of the Annex to the Ryerson Physical Laboratory. This was really a separate building and of most attractive exterior. The story of its erection belongs to the period this narrative has now reached—1911–12. Its cost, which, with the improvements in the original building, amounted to about two hundred thousand dollars, was wholly met by Mr. Ryerson, and did not pass through the treasury of the University. The authorities did not ask Mr. Ryerson to provide this additional laboratory for Physics. It was built by him because of his intimate knowledge of the needs of the department and his deep interest in its work. The contract was let and work on the Annex was begun in September, 1910. The Annex was located north of the main Laboratory with which it was connected on the first floor. It occupied sixty-four by fifty-six feet of ground area, with a basement and three floors. The construction was fireproof, and was designed to match and supplement the architectural features of the original Laboratory. Great improvements were made in the latter. The first floor and basement were completely reconstructed. President Judson stated in his Annual Report for 1911–12 that by these improvements the

available space for research work had been increased at least threefold. The Ryerson Annex was dedicated in connection with the exercises of the December, 1913, Convocation, though it was finished and occupied before that date. The building was opened for inspection on the evening of December 19 during the Convocation reception and also on the morning of Convocation Day. The many visitors found much to excite their interest and wonder in the new equipment. Brief addresses were made by President Judson, Professor Michelson, Head of the Department of Physics, and Mr. Ryerson, the donor of the building.

The Athletic Field of the University, comprising the two blocks north of Fifty-seventh Street and between Ellis and University avenues, was, for many years, inclosed by a board fence twelve or fourteen feet in height. The fence was a temporary makeshift, never an ornament, and as the years passed and it began to fall to pieces and be patched up, it became an eyesore to the neighborhood and a growing humiliation to the University. The bleachers, long and lofty on both sides of the field, were of timber construction. They accommodated for the great football games some fifteen thousand spectators. But they too were unsightly and so decayed that, with the lapse of years, they needed annually more and more extensive repairs. The time came when the city authorities condemned parts of them, and the Trustees themselves felt that both bleachers and fence must be replaced by structures that would be not only ornamental but enduring. At a meeting of the Board of Trustees held June 4, 1912, the following important action was taken:

> The President was authorized to announce at the approaching Convocation the intention of the University to begin within two years:
>
> 1. The building of a permanent wall around Marshall Field and of permanent grandstands.
> 2. The erection of a building for Geology and Geography.
> 3. The erection of a Woman's Gymnasium.
> 4. The erection of a building for the Classical Departments.

This action was taken on the urgent recommendation of President Judson who had come to feel that all the proposed structures were imperatively required. It was supposed that to carry out

the program announced would require one million dollars. The proposal of President Judson was an act of faith. He believed that the evident necessities of the situation would bring the great sum needed. Few shared his confidence. But the event justified his faith.

It was at this time that the city authorities condemned the old wooden bleachers on the Athletic Field and made the erection of a new grandstand immediately imperative. On June 26, 1912, the plans for the new grandstand and for the wall to inclose the field were submitted to the Board and approved. It was expected that both grandstand and wall would be completed early in the succeeding autumn, but long delays occurred, and more than fifteen months passed before they were fully ready for dedication. The grandstand was occupied in part on November 23, 1912. On that day occurred the closing football game of the season, and the Chicago team celebrated the opening of the new stand by winning from Minnesota, by a score of 7 to 0. But the stand was still far from being finished, and the wall around the field still farther from completion. The dedication did not take place till October 4, 1913. This event was one of great interest to the entire University, particularly to the students. The interest was increased by the fact that the dedication preceded the opening football game of the 1913 season. While the public was filling the stands a great procession of students, in which every class from 1896 to 1917 was represented, marched from Bartlett to reserved sections in the new stand. The Trustees and many guests occupied boxes in front of the grandstand. Brief addresses were made by President Judson, who turned over the new equipment to the Department of Physical Culture and Athletics, by Mr. Stagg who received it for the Department, and by William Scott Bond, 1897, who spoke for the alumni. Perhaps the real dedication was made by the football team which won from Indiana 21 to 7, and, continuing its good work through the season, won the 1913 championship. The Grandstand was in reality an immense building with an imposing and dignified front on Ellis Avenue. It conformed in general type to the other buildings. It was of reinforced concrete construction with a rough surface, the color being that of the

THE READING ROOM, HARPER MEMORIAL LIBRARY

Bedford stone of the University buildings. It was as nearly fireproof as modern methods could make it. In his annual report for 1912–13 the Counsel and Business Manager, Wallace Heckman, said:

> It has a seating capacity of a trifle under eight thousand spectators. . . . . The general direction of the grandstand is north and south, and it extends along one entire side of the field with a total length of four hundred and eighty-two feet and four inches. It is forty-two feet, four inches high from the floor level to the top promenade, and at either end is a large, round, crenellated tower in keeping with the military aspect of the old feudal castles. The highest point on the towers is fifty-seven feet above the ground. The width east and west is ninety-nine feet, four inches. Generous provision in the way of stairways was made to such an extent that the spectators can leave their seats and get down on the lower levels in three or four minutes. The first or ground floor has a corridor thirteen feet, five inches wide running the entire length of the Stand.

West of the corridor there were quarters for the contending teams, and handball courts, squash courts, and racquet courts, and a room for indoor golf. There was a spacious corridor on the second floor, which, through great window openings overlooked Ellis Avenue, and at the top of the stand an open-air promenade between the highest row of seats and the outer wall, interrupted in the center by a covered pavilion under the shelter of which the reporters made their notes of the games.

The entire field was surrounded by a reinforced concrete wall varying from fourteen to seventeen feet high as the grade of the streets required and ten inches thick, connecting with the Frank Dickinson Bartlett Gymnasium. The wall was of the same type as the stand and about half a mile in length. There were numerous gates for entrance and exit. The entrance opposite Hull Court on Fifty-seventh Street had two round, flanking towers between which was a large gate to be used for the entrance of the student body, with a small gate on either side. These gates were the gift of the Class of 1912 as the inscription over the central one records. Harold F. McCormick contributed the racquet courts at an expense of above ten thousand dollars. A gift of five thousand dollars from Frederick H. Rawson made possible the completion of the squash courts. By an additional contribution of nineteen

thousand, five hundred and eleven dollars from the Athletic Fund the space under the grandstand was transformed, in the words of President Judson, into "a second commodious gymnasium." The cost of the grandstand and wall was two hundred and fifty-six thousand, five hundred and fifty dollars which, excluding the special contributions above mentioned, was provided by the accumulated surplus and the final gift of the Founder. President Judson in his Annual Report for 1913–14 made the following statement:

> The seating capacity of the Grandstand is such as to provide for about eight thousand spectators. Temporary stands on the east side of the field and at the two ends are used, so that on special occasions accommodation can be had for approximately twenty thousand. The erection of a Grandstand providing capacity for not more than about eight thousand is a matter of distinct University policy. . . . . The present provision is entirely adequate to care for the students, alumni, and immediate friends of the University properly at such public athletic contests as it may be desirable to have. It is not the function of the University to provide at great cost spectacular entertainment for enormous crowds of people.

The grandstand and wall, in addition to giving the liveliest satisfaction to the student body and providing admirable facilities for athletic contests, immensely improved the University's external equipment.

The action of the Trustees in June, 1912, contemplated only four pieces of building construction. But in the midst of this movement a fifth building, which had not been a part of the plan, appeared.

Howard Taylor Ricketts was a member of the staff of instruction in Pathology and Bacteriology from 1902 until his death in 1910. Appointed at the outset as an Associate, successive promotions made him an Assistant Professor. An enthusiastic investigator, he became absorbed in researches into the origin and cure of typhus fever. In the beginning of 1909 he succeeded in isolating the microbe of that perplexing disease. He visited more than once the Rocky Mountain regions most afflicted by the disease and sought earnestly for results in the discovery of preventive and curative measures. In 1910 his zeal in this investigation carried him to Mexico, where he himself fell a martyr to the disease. In

1912 Mrs. Ricketts made a gift to the University as a memorial of her husband. At the June Convocation, 1912, President Judson said:

> This gift, amounting to five thousand dollars, is added to the endowment, the income only to be used and bestowed annually as a prize upon the student, who, in the Departments of Bacteriology and Pathology, produces the best piece of original research. The brilliant work of Professor Ricketts will make his name long remembered in the annals of medical science and in the history of the medical department of the University.

With the growth of the University it was found in 1914 that the work of the department of Pathology and that of Hygiene and Bacteriology could no longer be accommodated in the Anatomy and Zoölogy buildings. The authorities therefore erected for them a separate Laboratory. The building was located on the west side of Ellis Avenue midway between Fifty-seventh and Fifty-eighth streets. It was temporary in construction, built of red brick, one story in height, but covered a large area, twenty thousand, six hundred and ten square feet and furnished facilities both adequate and admirable for the two departments. The cost of the building and equipment was about sixty thousand dollars and was borne by that most unusual resource of universities—the accumulated and unassigned surplus. The memory of Professor Ricketts was honored in giving his name to the new Laboratory. At the entrance a bronze tablet bore the following inscription:

IN MEMORY
OF
HOWARD TAYLOR RICKETTS
1871–1910
ASSISTANT PROFESSOR OF PATHOLOGY
IN THE
UNIVERSITY OF CHICAGO
WHOSE CAREER
MARKED BY ENTHUSIASM AND RARE
ABILITY IN MEDICAL RESEARCH
WAS CUT SHORT BY TYPHUS FEVER
CONTRACTED DURING HIS INVESTIGATION
OF THAT DISEASE IN THE CITY OF
MEXICO

At the June, 1912, Convocation President Judson announced the purpose of the Trustees to begin within two years the erection of four new buildings, and expressed the greatest confidence that donors would be found to enable the University to realize this purpose. It so happened that a few weeks later brought Julius Rosenwald, a member of the Board of Trustees, to the fiftieth anniversary of his birth. Mr. Rosenwald took the very unusual method of celebrating his anniversary by giving away nearly three-quarters of a million dollars, distributing this great sum among a number of causes of beneficence that interested him. His letter to the Trustees was dated August 12, 1912. It recited the "pressing building requirements of the University," and to assist in meeting them said:

> On this my fiftieth birthday I take great pleasure in offering you the sum of two hundred and fifty thousand dollars.

The very generous provisions of Mr. Rosenwald's proffer not only opened the way for the erection of the contemplated buildings, but indicated that he supposed that his contribution would be applied in part to the cost of each of them and not to the construction of a single building to bear his name. As it turned out, each of the three new halls was substantially provided for by a single donor, and Mr. Rosenwald's contribution went into one building only. Thus happily was the problem solved of providing a building for Geology and Geography.

These departments had done their work through many years, as years are counted in a new institution, in the Walker Museum. As the Museum material increased and the departments grew, the difficulties of conducting these important departments in a comparatively small building intended for other uses and filled with museum material multiplied. The prospect of a new hall for their departments was, therefore, most gratifying to Professors Chamberlin and Salisbury. They had given much study to the plans of a possible building. The results of these years of study were now given to the architects, Messrs. Holabird & Roche. Two locations were considered and plans prepared for each location. One plan was for a building on University Avenue, just south of Fifty-eighth

Street. The other was for the location in which the building was finally placed, immediately west of and communicating with the Walker Museum. The location having been chosen, ground was broken on March 16, 1914, and work on the building was begun and progressed rapidly. The cornerstone was laid on Convocation Day, June 9, 1914, by Mr. Rosenwald, Professor Chamberlin making the address. The building was finished during the winter of 1914–15, the work of instruction beginning while the workmen were still busy within the walls. Before the dedication the departments formally requested the Trustees to confer Mr. Rosenwald's name on the new building. The dedication occurred in connection with the March, 1915, Convocation, and brought to the University many distinguished scholars who had been students in the two departments. The formal exercises were held in the commodious lecture hall of the building on March 16. Addresses were made by President Judson, Dean Salisbury, Professor Chamberlin, and by seven alumni. These were Eliot Blackwelder, A.B. 1901, Ph.D. 1914, Professor of Geology, University of Wisconsin; Frank Walbridge DeWolf, S.B. 1903, Director of the State Geological Survey of Illinois; William Harvey Emmons, Ph.D. 1904, Professor of Mineralogy, University of Minnesota, Director of the Geological Survey of Minnesota; Wallace Walter Atwood, S.B. 1897, Ph.D. 1903, Professor of Physiography, Harvard University; Edwin Brayer Branson, Ph.D. 1905, Professor of Geology, University of Missouri; Ermine Cowles Case, Ph.D. 1896, Professor of Historical Geology and Paleontology, University of Michigan, and George Frederick Kay, Ph.D. 1914, Head of the Department of Geology, State University of Iowa, Director of the Geological Survey of Iowa.

The following statement of Professor Atwood in his address was gratifying to the entire University:

> In these departments we have had an opportunity to study with the Dean of American Geology, with the man to whom the entire world looks for the most profound philosophy of geology.

In the course of his address Dean Salisbury said:

> During the current quarter there are between five hundred and six hundred registrations in the two departments, and what we should have done if Mr.

Rosenwald had not come to the rescue, none of us know. . . . . In place of one reasonably good classroom and one poor one and one or two bits of inconvenient space which had to be used for classroom purposes, we have now six good classrooms. In place of limited space adapted to laboratory purposes as it might be, we have now half a dozen laboratories adapted to the various needs of the work. Instead of inconvenient and uninclosed offices and work rooms for members of the staff, and no quarters at all for advanced students, we have workrooms both for members of the staff and for research students, where their work may be left from hour to hour, or, if need be, from day to day, undisturbed, and it is not only we who are here who are grateful to Mr. Rosenwald, but generations after us will rise up to bless him.

In concluding his dedicatory statement President Judson said:

As President of the University and representing the Board of Trustees, I declare this building duly dedicated for all time to sound learning and to the advancement of knowledge, and its name shall be known throughout the years to come as the Julius Rosenwald Hall.

The amount expended in the erection, equipment, and furnishing of Rosenwald Hall was three hundred and five thousand dollars. It was located immediately west of Walker Museum and was connected with it on all the floors of the Museum. The Business Manager stated that it had "four stories and a half and basement," and that it had a "ground area of eleven thousand, two hundred and fifty square feet." A graceful octagonal tower rising high above the building added greatly to its attractiveness. One of the interesting features of the building was the seismograph room in the basement with its massive cement column built solidly into the rock foundations of Chicago nearly seventy feet below the surface of the ground.

Rosenwald Hall was planned internally to meet as exactly and fully as possible the varied needs of the departments of Geology and Geography. It contained the astonishing number of eighty rooms, every one of which had its designated use. The character and uses of the Hall were expressed in multiplied exterior carvings showing the heads of many eminent geologists, shields on which were carved the floral emblems of the nations, fossils of past types of life, gargoyles representing birds, reptiles, and the winds, and many other symbolic representations.

During its early years the University had few friends more generously interested in its welfare than Mrs. Elizabeth G. Kelly. The story has been told of her contributions for the erection of Kelly and Green Halls. After her death in 1904 Mr. Heckman, Counsel and Business Manager, made the following report to the Board of Trustees:

> Under the will of Mrs. Elizabeth G. Kelly the University is bequeathed the sum of one hundred and fifty thousand dollars to be expended "under the direction of the President and Board of Trustees of said University either in a building upon the grounds of said University known as the Campus, or for some one purpose associated with a building upon said campus, and this gift to said University shall always be styled and known as the 'Hiram Kelly Memorial Fund.'"

On this report President Harper said to the Board that in his

> conference with Mrs. Kelly regarding this proposed benefaction she had stated to him that it was her preference that it should be used for the erection of a building and had approved the suggestion that it should be the Classical Building in case that building should not be otherwise provided for before the bequest should become available.

As soon, therefore, as the bequest was turned over to the University it was invested and the income was annually added to the principal. In proposing in 1912 to begin within two years the erection of four buildings, the Trustees understood that the one intended for the Classical departments should be provided by this bequest. The architects, Shepley, Rutan & Coolidge, at once began the preparation of plans. In accordance with the recommendation of the Commission of 1902, the building was located on the northeast corner of Ellis Avenue and Fifty-ninth Street, being the westernmost of the proposed Library Group. It was to be occupied by the departments of Greek, Latin, Classical Archaeology, and Comparative Philology. Ground was broken for the building February 27, 1914, in almost the same spot where in 1891 it had been broken for the earliest buildings—the Divinity Dormitory and Cobb Hall Group. The Classics Building joined this group at its southern extremity. The cornerstone was laid by Professor Frank Bigelow Tarbell, June 9, 1914, and Professor

William Gardner Hale delivered the address. Mr. Hale began his address with the following interesting reminiscence:

Our University came into existence at a time of great mental exaltation. The World's Fair was in the making. It was opened in the Spring Quarter of our first year. In the Convocation address which I gave at the end of that quarter, I said:

"The power of the leaders of the community which is to be the environment of the University of Chicago has been shown in that fair vision of civilization which, calling upon the best genius of the whole country, they have evoked, for a few fleeting months, by the shores of the lake. But this is not their only work. Another and more lasting vision has in these same years been silently rising under the shadow of the White City. When, by the hard decree of fate, the walls of that city have been razed to the ground, the Gray City of enduring stone by the 'Midway Plaisance' will remain—witness to a still higher and more disinterested idealism, proof, like the Art Institute and the three great libraries, of Chicago's deep-seated belief in the intellectual life. Here, in this city of the open mind and generous heart, in this city of dreamers and planners, in this city where the pulse of American life beats full and strong, it should prosper."

My words would have died in the utterance, had they, in Horace's phrase, "lacked the sacred bard." Our sacred bard was Professor Lewis. As he has himself said on a public occasion, the passage I have quoted touched his imagination, and the White City and the Gray will hereafter live together in the verses of the Chicago hymn:

The City White hath fled the earth;
But where the azure waters lie
A nobler city hath its birth,
The City Gray that ne'er shall die.
For decades and for centuries
Its battlemented towers shall rise
Beneath the hope-filled western skies.
'Tis our dear Alma Mater.

His high visions and mine knew no distinction of department. They have been realized. The Gray City has risen, stone on stone, with unparalleled steadiness. The nightly lanterns of the contractor have been quenched as rarely as the gates of the temple of Janus were closed, in sign of peace, in Rome.

The Classics Building was so far finished in March, 1915, that it was occupied at the opening of the Spring Quarter. It was dedicated on June 14 following with addresses by President Judson and Professors Buck, Hale, Tarbell, and Shorey. Owing to the small size of the Assembly Room, this was not a public function, only

THE CLASSICS BUILDING

HIRAM KELLY MEMORIAL

the departments immediately concerned and the heads of other departments being invited.

There were two entrances to the building, on the east and north fronts; over the north entrance was this inscription:

CLASSICS BUILDING
HIRAM KELLY
MEMORIAL

Classics was not quite so large as Rosenwald, having "a ground area of nine thousand five hundred and eighty-five square feet," as reported by the Business Manager. As a piece of architecture it was much admired. On the ground floor there were six classrooms and the Assembly Room. Book stacks occupied the rest of the space and corresponding space on the two floors above, as well as the entire basement. On the second floor were offices of members of the staff, a Men's Common Room, and a Women's Common Room. On the third floor were rooms for Paleography and Epigraphy, the Department of the History of Art, the Library Adviser, and the main Reading-Room. This Reading-Room was forty by forty-eight feet, exclusive of an alcove eight by forty feet, and two stories in height. On the fourth floor were additional offices for the teaching staff, the large museum, thirty-three by eighty-three feet, containing the Stanley McCormick and other collections of antiquities, and the editorial office of *Classical Philology*, the journal of the departments. As in the case of Rosenwald Hall the architects made symbolic carving a feature of the exterior of Classics. Here and there appeared the heads of Greek and Roman men of letters. In the cornice were carved illustrations of Aesop's fables. For the erection, equipment, and furnishings of the Classics Building the University expended two hundred and eighty-five thousand, four hundred and forty-eight dollars.

The last building to be erected during the first quarter-century was the Ida Noyes Hall for women. The original purpose had contemplated a women's gymnasium. During the early months of 1913 the President and Mrs. Judson had a number of conferences regarding this building with LaVerne Noyes, one of Chicago's

prominent business men. As these conferences progressed the plan and purpose of the building gradually enlarged. The result appeared in a letter, quoted in part below, dated May 31, 1913, addressed to President Judson and read by him at the June, 1913, Convocation:

DEAR SIR:

Pursuant to our conversation, I write to say that I will pay to the University of Chicago . . . . a total sum of three hundred thousand dollars for the construction . . . . of a building to be used as a social center and gymnasium for the women of the University. It is understood that this building is to be a memorial to my deceased wife, Ida E. S. Noyes, and is to be known as the "Ida Noyes Hall." . . . .

Yours very truly,

LAVERNE NOYES

When this letter was submitted to the Trustees they instructed President Judson, in conveying to Mr. Noyes their thanks for "this splendid benefaction to the cause of education and especially to the welfare of the women students of the University" to say further on their behalf:

The Board, while deeply appreciating the magnitude of the gift, feels especially gratified that there is to be commemorated in the quadrangles of the University the name of a gracious and gifted woman whose rare qualities are well worthy of admiration and of emulation by successive generations of our young women.

It would be difficult to overstate the satisfaction the promise of the Ida Noyes Hall gave to the women of the University, instructors and students alike. What had been done for men was now to be done for women. Their interest in the plans was unbounded. They had had years of waiting in which to learn what they lacked and what they wanted. This information was now formulated and communicated to the architects, who, thus inspired, studied to make the plans in every respect as complete as possible. They were remarkably successful in doing this, but when bids were taken on these plans it was found that the cost would very largely exceed the financial provision made. The plans, however, promised a building so attractive architecturally and so completely meeting the purposes had in view that neither Mr. Noyes nor the Trustees could consent to modifying them. They were approved, and the

construction of the building was authorized on February 4, 1914. The contract was let to Wells Brothers Co. Ground was broken November 19, 1914, and the cornerstone was laid April 18, 1915, by Mr. Noyes, in the presence of an enthusiastic throng of Trustees, professors, alumni, students, and friends of Mr. and Mrs. Noyes. Mrs. Judson was to have assisted in this ceremony, but illness prevented her presence.

After an introductory statement by the President, Dean Marion Talbot delivered the address. In concluding she said:

> I speak not only for myself but for all the women of the University when I assure you, Mr. Noyes, and you, Mr. President, that this cornerstone means a mighty impulse toward the truly great things of life. Here self-discovery and self-control will lead to social co-operation and mutual understanding. The weak will learn from the strong and the strong will learn from the weak. Tolerance, sympathy, kindness, the generous word and the helpful act, all typical of the woman we commemorate, will be the contribution of the women who go forth from Ida Noyes Hall to take part in the upbuilding of the new civilization which is to come.

Ida Noyes Hall was not a single building, but a group of buildings, combining the facilities provided for the men by the Frank Dickinson Bartlett Gymnasium, the Reynolds Club, and Hutchinson Commons. It was more domestic in feeling than the other buildings, giving the general effect of a great Tudor house. It was located on Fifty-ninth Street, between Woodlawn and Kimbark avenues, and had a frontage on the Midway Plaisance of two hundred and forty feet. From the middle of the main structure the gymnasium extended a hundred and ten feet to the north, making the total depth of the building one hundred and sixty feet. The structure for the swimming pool extended west from the north end of the gymnasium. The building covered an area of thirty-one thousand square feet. In the basement were lockers, dressing-rooms, showers, a large game-room, and two bowling alleys. An extension from the north side of the east wing provided offices, storage room, and facilities for service in connection with the refectory. The refectory itself, in the east wing, was a room eighty-nine by forty-four feet and twenty-eight feet high, and seated three hundred persons. To the west of the main hall, and up a few steps was the Common Room, and beyond this was the

Library at the west end of the main building. In the central part of the second floor was a Memorial Hall with an adjoining trophy gallery from which doors led to the spectators' gallery of the Gymnasium. To the east were social rooms with conveniences for serving refreshments, and to the west, offices and a large room for the corrective gymnastic work of the Department of Physical Culture. The third floor was devoted to an assembly room with stage and dressing-rooms, and a large foyer, to a sun parlor overlooking the Plaisance, and to a large office used as headquarters for women's organizations. Ida Noyes Hall was regarded as a most attractive building. Its cost exceeded half a million dollars, equipment and furnishings being included. Its dedication was made a part of the celebration of the University's twenty-fifth anniversary.

What are here called the "later buildings" were not so many in number as those of the third period, but they cost their builders as much money. They added very greatly to the beauty of the campus. It is hardly too much to say that they transformed it. They fitly rounded out the first quarter-century of construction and gave the University one of the noblest groups of educational buildings in the world.

The dedication of Ida Noyes Hall did not end the later period of building. In February, 1916, a subscription of two hundred thousand dollars was received by President Judson for the erection of a Theological Building. For twenty years the Divinity School had done its work in such rooms as could be given to it, in Haskell Oriental Museum, an arrangement unsatisfactory to the School and to the Museum. The School needed a building adapted to its use. The coming of the Chicago Theological Seminary to the University increased the need of a Theological Building. In adopting a program for celebrating the twenty-fifth anniversary the Trustees made "an effort to obtain a building for theological instruction" a part of it. Within two months after this action was taken President Judson announced that the necessary provision had been made. Work on the plans was begun without delay, and it was hoped that the anniversary to be held the first week in June would show some disturbance of the ground where the

IDA NOYES HALL

new building was to rise. The site for it had been chosen many years before. It was to stand north of Haskell Oriental Museum, facing Kent Chemical Laboratory across the central quadrangle, thus completing Harper Court.

The University authorities believed in the cultural influence of architecture. William Morris said in 1883:

> There are many places in England where a young man may get as good book learning as in Oxford: not one where he can receive the education which the loveliness of the gray city used to give.

It was the hope of the builders of the gray city on the Midway Plaisance that the passing of years among its beautiful structures might increase intelligence, refine taste, and develop character, and thus minister to the highest culture.

CHAPTER XVII

THE DEVELOPING UNIVERSITY

This history has in the main been concerned with the external developments of the University's life. There has been ample reason for this in the multiplicity and importance of those external features. Ordinarily the inner life of an educational institution does not furnish very much material for historical narration. The work of instruction goes on from day to day, and indeed, from year to year, quietly and uneventfully. It has no annals. It goes without saying that the students who presented themselves through the years were received and assigned to their classes, that they pursued their studies with more or less diligence, that they were directed in their work with more or less skill, and in due time won or failed to win their degrees. Everyone knows all this, and the ordinary university pursues the even tenor of its way without eventful or interesting incident in its intra-mural life. But the University of Chicago did not have the ordinary university life in the period covered by this history. Its youth was one of extraordinary growth, expansion, and activity. New things were constantly occurring within the walls as well as outside the quadrangles. In tracing the developing life of the University from the end of the first year, the story of which has already been told, through the first quarter-century, the life inside the quadrangles will be chiefly considered. But to make that life itself understood, it is necessary, at times, to conduct the reader outside the walls.

The educational work of the University was from the beginning committed entirely to the faculties. Looking back ten years, President Harper was able to say in his Decennial Report:

> The history of these years shows conclusively that the attitude of the Trustees toward the faculties of the University has been broad and liberal. It is understood that all questions involving financial expenditure fall within the province of the Trustees and are to be considered by them; that all appointments to office in the University are made directly by the Trustees upon recommendation of the President, and that on questions of fundamental policy,

involving the establishing of new faculties and the change of statutes as established by the Trustees, final action is reserved for the Trustees themselves. But it is a firmly established policy of the Trustees that the responsibility for the settlement of educational questions rests with the faculties, and although in some instances the request of a faculty has not been granted, for lack of the funds required, in no instance has the action of a faculty on educational questions been disapproved. It is clearly recognized that the Trustees are responsible for the financial administration of the University, but that to the faculties belongs in the fullest extent the care of educational administration.

Beginning with this understanding the relations existing between the Board and the faculties were those of uninterrupted respect and confidence. In the early years, the Trustees and faculties were to a considerable extent "known to each other individually," in the language of Dean Small: "they were not infrequently in contact with one another, and they had a feeling of partnership in a common enterprise." When the number of instructors rose to three and four hundred, this somewhat intimate relation became difficult, if not impossible. Both bodies regretted this. Dean Small voiced the sentiment of the faculties as follows:

> Some sort of a revival of the early exchange of views about academic interests between Trustees and professors would be heartily welcomed by the latter and it would be a salutary and stimulating influence.

That there existed among the Trustees a sentiment similar to that expressed above was made evident by an action taken May 11, 1915,

> that at least two meetings of the Board shall be held each year at the University, and that after the transaction of the regular business the remainder of the meeting shall be given to investigation of buildings, grounds, and equipment, and to examination of special activities of the University.

These meetings at the University took the form of bringing the Trustees at each meeting into intimate contact with some one department, including its faculty, thus acquainting them with the facilities it possessed or lacked for doing its work.

One interesting and not unimportant event of 1892 must be recorded. Before the University opened its doors to students, October 1, 1892, Mr. Rockefeller had subscribed nearly three million dollars to its funds, and the question arose among the Trustees whether his name ought not, in some form, to be connected with the institution. The Trustees did not wish to give up the old name—

The University of Chicago. It soon transpired that Mr. Rockefeller had no desire to have his name given to the institution. But the Trustees would not abandon their purpose of having his name connected with it. When, therefore, at a meeting held October 25, 1892, the solution of the question was suggested which retained the old name and happily connected with it the name of Mr. Rockefeller as "Founder," it was welcomed by all the Trustees in attendance. The meeting was a small one, only seven of the twenty-one Trustees being present. Those present, therefore, contented themselves with the following action:

> After a general expression of the views of the Trustees it was voted as the sense of the members of the Board present, to be submitted to the next meeting, that, in recognition of the fact that the University owes its existence and its endowments to Mr. Rockefeller, the words "Founded by John D. Rockefeller" be printed on all official publications and letterheads under the name of the University and be put upon the seal.

At the next meeting there were thirteen present, and the action of the previous meeting was taken up and re-enacted by a unanimous vote. This action was taken by the Trustees with very great satisfaction as solving in the happiest manner the question of retaining the name to which all were attached and at the same time putting into one word the relation to the University of its greatest benefactor. The action was hailed by the University and its friends with a gratification which increased from year to year as the Founder's benefactions continued and multiplied.

It was not long after the taking of the above action that the Trustees formed the purpose of setting aside one day in the year as Founder's Day. The designating of such a day was only delayed by their desire to fix on the most appropriate one. Should it be July 8, Mr. Rockefeller's birthday? This would have brought it a few days after Convocation, in the midst of the complications of the first days of the Summer Quarter. Should it be on the anniversary of Mr. Rockefeller's first great subscription of six hundred thousand dollars—May 15? This would bring it into the middle of the Spring Quarter. It was finally decided that, as the University year, both scholastic and financial, began on July 1, and as on that day the great Convocation of the year was held, and it was

one of the days covered by Mr. Rockefeller's first visit to the University in 1896, the first day of July was the most appropriate day to be observed as Founder's Day. Accordingly, on July 14, 1896, the Trustees formally appointed July 1 to "be celebrated as Founder's Day." The change in the time of beginning the Summer Quarter, in 1901, and the consequent change of the Spring Convocation to the middle of June, interfered somewhat with this celebration. But every year the Founder's Flag was expected to float above the quadrangles on Founder's Day, and remind the University of what it owed to Mr. Rockefeller. It should be said that after the July 1 Convocation had been made a June Convocation, President Harper suggested to the Trustees (in his Decennial Report) that perhaps the date of observing Founder's Day should be changed, but up to the end of the first quarter-century the choice of the day remained unchanged.

The second year of instruction had hardly begun before, among both students and professors, the desire to be of service to the community began to seek expression. It quickly found this in the establishment of the University Settlement in the Stock Yards district, several miles distant from the University. Here was a great aggregation of laborers, with multitudes of children growing up, for whom things needing to be done could be attempted. The Christian Union, through its Philanthropic Committee, made the Settlement its great outside interest. A meeting was held by the Christian Union on one of the Sunday evenings in December, 1893, for the purpose of raising funds, at which addresses were made by Professor Laughlin and Miss Jane Addams. Five rooms were rented January 1, 1894, and the work began. There were five residents from the University the first year, and ten other workers, students and professors. Miss Mary E. McDowell was one of the residents the first year, 1894; became the very efficient Head Resident, and was still guiding the work of the Settlement at the close of the University's first quarter-century. Miss McDowell's name appeared regularly in the list of the Staff of Administration and Instruction and in 1903 she was made a special instructor in Sociology. Soon after the beginning of the work a Settlement Board was organized, property was secured, and a building finally erected. In 1916 this property,

at 4630 Gross Avenue, was valued at about fifty thousand dollars. The activities of the Settlement for the welfare and happiness of the community were so many that they cannot even be listed here. From the first the University interest in the work not only continued, but increased. The collections of the Sunday religious service were devoted to its use. One Sunday in each year was Settlement Sunday, when a special appeal was made for unusual offerings. A University Settlement League of Women was formed to assist in its maintenance. Concerts, dramatic performances, dances were given every year to secure funds for it. Students and professors were helpers of Miss McDowell on the field. Outside friends contributed money and personal service, and the University of Chicago Settlement prospered and performed a constantly growing service for a great community.

It was the purpose of the University to make the students, as far as possible, self-governing bodies. It was greatly to the credit of the students that one of the first traditions they established was that the hazing and student riots which disgraced many institutions should find no place in Chicago. If newcomers tried to start anything in the way of malicious mischief, they were not only admonished by the authorities that they had brought their wares to the wrong market, but were promptly discouraged by the public opinion of the student body. To look after undergraduate affairs, the Junior College Council and the Senior College Council were organized. These Councils were the representatives of the undergraduates with the authorities. In 1909 the students adopted a modification of the plan which somewhat enlarged the sphere of these Councils, and in particular provided for their acting together as the Undergraduate Student Council, to consider and act upon affairs affecting the entire undergraduate body.

It must not, however, be supposed that no supervision was had over student activities. As early as 1895–96 the Board of Student Organizations, Publications, and Exhibitions was established, with the President of the University as chairman. In the Convocation statement for the Autumn Quarter of 1895, the President said:

> The Faculty of Arts, Literature, and Science has taken up for fresh consideration, in the light of the experience of three and a half years, the question

of student organizations, including Greek-letter fraternities. Instead of the old policy, in accordance with which fraternities were admitted under certain regulations, and at the same time with the disapproval of the authorities, there has been adopted a new policy, in accordance with which all student organizations are brought under direct inspection of the University Council, while groups of six or more students living together as an organization are required to organize themselves also as Houses of the University, in accordance with the general rules of such Houses. This action contemplates a close and sympathetic interest on the part of the University, which will now co-operate with the societies, to bring about the best possible results. The University under no circumstances will interfere in the legitimate exercise of the privileges of fraternities. It will undertake, however, to elevate and purify their life.

It was immediately following this statement that the new Board of Student Organizations, Publications, and Exhibitions was established. One of the rules adopted and enforced by this Board provided that no student should be permitted to engage in any public performance of any kind who had against him on the records of the University a deficiency in any subject, and who was not at the time doing entirely satisfactory work. In participating in public exhibitions of an athletic, musical, dramatic, oratorical, or other character, a student thus demonstrated that his classroom work was of good quality.

The question may be asked, how the University solved the problem of chapel attendance. As there was, at the outset, no assembly room that would accommodate all the students, the original intention of requiring attendance was temporarily given up. But the voluntary system did not prove entirely successful, or wholly satisfactory to anyone. The solution of the problem finally made was simple. In the Convocation statement of January 1, 1897, the President said:

A provisional solution of the chapel problem has been reached in accordance with which the various Divisions of the University, faculty, and students meet each once a week in morning assembly, at which a brief religious service is conducted, and in connection with which opportunity is afforded the President and members of the faculty to present matters of special interest to the particular body of students assembled. The success attending the inauguration of the assembly during the month of December was marked, and the satisfaction of both students and faculty was apparent.

Nine months later, at the October Convocation, the President further said:

> Attendance is required of college students but is optional in the case of graduate and divinity students. It seems to be generally conceded that we have solved with a considerable degree of satisfaction the problem of chapel attendance.

The problem was essentially solved in this simple manner. There was, indeed, no particular necessity for a student's attending a religious service every day. It came to be the rule that the chapel assembly for the men of the Junior Colleges was held on Mondays, and for the women on Tuesdays, for the Senior Colleges and the College of Commerce and Administration on Wednesdays. These assemblies were held in Mandel Hall. The College of Education held its assembly also on Wednesdays in Emmons Blaine Hall. That of the Divinity School was held on Thursdays in Haskell. The Chicago Theological Seminary, after affiliating with the University, held a chapel assembly in Haskell on Tuesdays and a devotional service on Wednesdays, and the Divinity School held a devotional service on Fridays. There were therefore eight public, official, religious services weekly, in addition to the preaching service in Mandel on Sunday morning.

During much if not the whole of the first quarter-century there was a vesper service on Sunday afternoon, and other devotional meetings were being constantly held. The Young Men's Christian Association, organized the first year, persisted and became increasingly useful as the years went on. The Young Women's Christian Association, through a well-nigh unbelievable exhibition of narrowness on the part of some society which claimed that name as its exclusive possession, was compelled to change its name, and became the Young Women's Christian League. But it made the new name highly significant in the University's life, and did a splendid religious and social service for the women of the institution. There were other religious organizations representing the various Christian denominations and missionary and evangelistic interests. In the Annual Report of 1904–5, the President of the Christian Union said:

> A study of the detailed reports of the work of the religious agencies of the University would prove nothing less than a revelation to those who imagine

that the religious and benevolent activities of the University are of a wholly incidental and desultory character.

The University felt that no institution ever had a Chaplain who possessed more fully or manifested more constantly the spirit of Jesus, and the chaplaincy of Dr. Charles R. Henderson was felt to be a daily benediction. His character and life commended to every heart the faith he preached, and the entire University mourned his death, which occurred on March 29, 1915.

The study of the Scriptures was encouraged among the students by arranging courses of instruction in Biblical Literature for Sunday morning classes, at hours which did not interfere with church services, for work in which the student received credit toward his degree. Before the end of the quarter-century fourteen or more courses were arranged for undergraduates running through the Autumn, Winter, and Spring quarters, given not on Sundays only, but, like other courses, on all the regular days of instruction, and with large classes.

The second year of instruction had hardly opened before new organizations began to appear. The University choir was formed to lead the singing at the chapel assemblies and the Sunday religious services. It came to be two choirs, a men's and a women's choir, and these became a real part of the University life. The University Band was organized, which came to enrol fifty members and rendered a constantly increasing and valuable service.

The consent to the formation of chapters of the Greek-letter fraternities had been grudgingly given. But they required no more, and as soon as fraternity authorization could be secured, chapters began to be formed. The first in the field was Delta Kappa Epsilon, organized in December, 1893. It anticipated by only two or three weeks Phi Kappa Psi, which had all its arrangements made to be first in the field when the President requested a stay in proceedings, and which was finally organized January 4, 1894. Thereafter chapters came into existence, not rapidly, but almost as regularly as the years. In 1915 there were nineteen undergraduate chapters, and as many more in the Law, Medical, Graduate and other departments, including chapters of the great honor fraternities in Arts, Literature, Law, and Science. Other clubs and

societies sprang up in bewildering number and variety. There were men's clubs, clubs of both sexes, women's clubs, dramatic clubs, musical clubs, and literary clubs. The great club among the men was the Reynolds, which occupied the Reynolds Club House and which prospered wonderfully, enrolling in 1915–16 more than a thousand members. Nearly or quite two hundred of these various clubs and societies were organized, which among them ministered to every conceivable demand of the student body.

One event connected with the organization of the Men's Glee Club requires mention. Organized in the winter of 1893–94, the club had arranged for its first great concert in the Central Music Hall, Chicago, on the evening of March 8, 1894. At the last moment the need of another song was felt, and the leader of the club appealed to Edwin H. Lewis, at the time an Assistant in Rhetoric, to write one for him. Mr. Lewis was about to sit down to dinner. He writes: "So I turned in and wrote them one, and they sang it that night, with all its staring imperfections. I remember going without dinner in order to get the thing off." The song was the "Alma Mater." The original music was designed for male voices and was not adapted for general use. Paul Mandeville of the Class of 1899 writes:

> During 1898 we attempted several times to sing the "Alma Mater" in chapel. One morning after the women had been straining at the high tenor parts, Dr. Harper put it up to the choir to arrange the music so the co-eds could sing.

Mr. Mandeville with some assistance did this, adapting and arranging the music for mixed voices. With these changes in the music the "Alma Mater" soon became a great favorite and was sung on all occasions, in chapel, at convocations, after football games, and at meetings of all kinds, and every night, five minutes after 10:00 o'clock, its melody floated out over the quadrangles from the Alice Freeman Palmer chimes in Mitchell Tower. Mr. Lewis, the author, who became an Instructor in the University and later Dean of Lewis Institute, Chicago, speaks of its imperfections, and writes: "The second line of the first stanza is the worst in the English language." The "Alma Mater," however, so commended itself to the University that it fairly won the title of "The

University Song" of the first quarter-century and gave promise of long retaining this place of honor.

The words of the song follow:

To-day we gladly sing the praise
Of her who owns us as her sons;
Our loyal voices let us raise,
And bless her with our benisons.
Of all fair mothers, fairest she,
Most wise of all that wisest be,
Most true of all the true, say we,
Is our dear Alma Mater.

Her mighty learning we would tell,
Tho' life is something more than lore;
She could not love her sons so well,
Loved she not truth and honor more.
We praise her breadth of charity,
Her faith that truth shall make men free,
That right shall live eternally,
We praise our Alma Mater.

The City White hath fled the earth,
But where the azure waters lie,
A nobler city hath its birth,
The City Gray that ne'er shall die.
For decades and for centuries,
Its battlemented tow'rs shall rise,
Beneath the hope-filled western skies,
'Tis our dear Alma Mater.

The college debating society which was once so prominent a feature of college life in the United States, did not flourish in the University. There were such societies, but they languished or passed away. This was perhaps due to the fact that the University had a Department of Public Speaking in which the students received training in debating and elocution. However that may be, oratory and debates found their places in the University life. Prizes were awarded for oratorical and debating excellence. These increased from year to year until they amounted to about twelve hundred dollars annually. The University was represented in the oratorical and debating leagues of the western universities, and sometimes its

debaters were heard in eastern institutions also. These representatives won their full share of honors, not infrequently winning intercollegiate championships with the attendant prizes or honors.

It was not to be expected that in the appointment of so large a number of instructors as the University had at the beginning, mistakes should not occur. The President was a very patient and long-suffering man. He always stood by his professors with extraordinary loyalty. He held a man in his place as long as he could, and made every possible excuse for him. He let even a poor instructor go with reluctance, and only when retaining him would be unbearably injurious to the University. President Harper had the tenderest of hearts, and in occasioning pain or disappointment to another he was himself the greatest sufferer. When it became necessary to terminate the relations of an instructor with the University he did it with the utmost delicacy and sympathy, always offering his assistance in securing other employment. He spared the man's sensibilities in every possible way and tried to have the separation made with good feeling on both sides. It is surprising that these cases were so very few. Ninety-nine appointees out of a hundred, perhaps, did successful and useful work. It would not be necessary to touch upon this phase of the University's developing life had not certain newspaper writers, on the alert for sensational stories, without the slightest basis of fact invented them on this subject. They charged that the University had denied to its professors intellectual freedom and that men could not stay in the faculty whose views did not accord with those of the larger donors. For a time there was an outcry made, and fables on this subject found their way into the newspapers all over the country. The stories were pure fabrications. It is not probable that any man who had left the service of the University was responsible for them. Irresponsible news mongers invented the stories and circulated them in the hope of making a sensation.

Probably no man of his generation endured unjustifiable assault, slanderous misrepresentation, with greater apparent equanimity than President Harper. No man of his time was more injured by such slanders in the minds of a vast number of good people. But all these personal attacks he endured in silence. He was made

unhappy by them, but as a rule he made no reply to them. Personal injury he would not resent. When, however, the University was misrepresented and particularly when a charge was made which, if true, would destroy its claim to be a real University, he could not be silent. He at once took the most public way to vindicate the institution and to make plain, once for all, its position on the freedom of teaching. In the Convocation statement of September 30, 1895, he spoke on the subject at length. It is impossible to repeat all he said, but the following excerpts will cover the points he made:

In view of the many incorrect and misleading utterances which have recently been published in reference to the policy of the University of Chicago in its relation to its teaching staff, it seems wise to make the following statement:

1. From the beginning the University has believed in the policy of appointing to positions in the same department men who represent different points of view. This policy has been very generally adopted, and consequently in many departments students have the privilege of selecting the courses of that professor whose point of view is deemed preferable. It is evident therefore that no instructor in the University has been or will be asked to separate himself from the University because his views upon a particular question differ from those of another member of the same department, even though that member be the Head.

2. From the beginning of the University there has never been an occasion for condemning the utterances of any professor upon any subject, nor has any objection been taken in any case to the teachings of a professor. . . . .

3. The University has been, in a conspicuous way, the recipient of large gifts of money from wealthy men. To these men it owes a debt of sincere gratitude. The debt is all the greater, moreover, because in absolutely no single case has any man who has given as much as one single dollar to the University, sought by word or act, directly or indirectly, to control or even to influence the policy of the University in reference to the teachings of its professors . . . . or even uttered a syllable or written a word in criticism of anything advocated by any professor in any department. . . . .

4. . . . . This public statement is made . . . . because it is clear that a serious injury will be done the cause of higher education if the impression should prevail that in a university, as distinguished from a college, there is not the largest possible freedom of expression—a freedom entirely unhampered by either theological or monetary considerations. A candid man will easily understand that the University could not and would not make as strong a statement as this, if its executive officers had any question as to the policy it should pursue, or if there had been any effort on the part of its benefactors to influence this policy.

It cannot fail to be observed that in this statement President Harper "wreaked thought upon expression" in the effort to make clear and emphatic the position of the University on academic freedom. He was speaking in the presence of his Trustees and his colleagues in the faculties who knew perfectly all the facts, so that it was doubly impossible for him to speak any word that was not in accordance with the truth. The statement was generally accepted as defining accurately the University's position.

The time came, however, when charges of another kind were made. It was declared that professors ought not to enjoy too great freedom of teaching, and a newspaper war arose against the University, because it was giving its professors too much freedom. This war extended to the pulpit and the religious press. This new attack drew from the President another statement on the occasion of the December, 1900, Convocation. He said among other things:

I am moved to make a statement of fact and opinion concerning two related subjects which quite recently have attracted some attention in the public mind. The first of these is the freedom of opinion enjoyed in these days by members of the University. The second is the use and abuse of this right by professors of the University faculty. Concerning the first, I may be permitted to present a statement adopted unanimously by the members of the Congregation of the University on June 30, 1899:

"Resolved: (1) That the principle of complete freedom of speech on all subjects has from the beginning been regarded as fundamental in the University of Chicago, as has been shown both by the attitude of the President and the Board of Trustees and by the actual practice of the President and the professors.

"(2) That this principle can neither now nor at any future time be called in question.

"(3) That it is desirable to have it clearly understood that the University, as such, does not appear as a disputant on either side upon any public question; and that the utterances which any professor may make in public are to be regarded as representing his own opinions only."

The President then repeated in substance what he had said five years before, and went on to say:

When for any reason, in a university on private foundation or in a university supported by public money, the administration of the institution or the instruction in any one of its departments is changed by an influence from without, when an effort is made to dislodge an officer or a professor because the political sentiment or the religious sentiment of the majority has under-

gone a change, at that moment the institution has ceased to be a university, and it cannot again take its place in the rank of universities as long as there continues to exist to any appreciable extent the factor of coercion. Neither an individual, nor the state, nor the church has the right to interfere with the search for truth, or with its promulgation, when found. Individuals or the state or the church may found schools for propagating certain kinds of instruction, but such schools are not universities, and may not be so denominated. . . . . Concerning the second subject, the use and abuse of the right of free expression by officers of the University staff, as I have said, an instructor in the University has an absolute right to express his opinion. If such an instructor is on an appointment of two or three or four years, and if during these years he exercises this right in such a way as to do himself and the institution serious injury, it is of course the privilege of the University to allow his appointment to lapse at the end of the term for which it was originally made. If an officer on permanent appointment abuses his privileges as a professor, the University must suffer, and it is proper that it should suffer. This is only the direct and inevitable consequence of the lack of foresight and wisdom involved in the original appointment. The injury thus accruing to the University is moreover far less serious than would follow, if, for an expression of opinion differing from that of a majority of the faculty, or from that of the Board of Trustees or from that of the President, a permanent officer might be asked to present his resignation. . . . . Freedom of expression must be given the members of a university faculty even though it be abused, for, as has been said, the abuse of it is not so great an evil as the restriction of such liberty.

The President then proceeded to point out the different ways in which a professor might abuse his privilege of freedom of expression, enumerating seven of these, and after saying that he might do all these things and yet remain an officer of the University, he continued:

But will a professor under any circumstances be asked to withdraw from the University? Yes. His resignation will be demanded and will be accepted, when in the opinion of those in authority, he has been guilty of immorality, or when for any reason he has proved himself to be incompetent.

Thus was the University falsely charged by one party with denying to its professors academic freedom, and assailed by another party because it gave its professors wide liberty and thus unequivocally did it reply to both. Its professors never understood that liberty meant license, and, as a matter of fact, they were investigators with a profound reverence for truth, and, as a rule, not given to the promulgation of unestablished theories or sensational

views. They were, indeed, to an unusual degree victims of gross misrepresentation, but when the facts became known, the objects of these attacks were, perhaps it may be said, invariably vindicated. Andrew Sloan Draper, Commissioner of Education of the State of New York, speaking at the April, 1905, Convocation, on "The Rational Limits of Academic Freedom," while fully pointing out and strongly insisting on these limitations, said this:

> However the matter analyzes, and whatever the explanation, these American universities are the finest illustrations of human power and human reason and human freedom working together for beneficent ends which the minds and hearts of men and women have brought about.

This question came up once more in 1909 and President Judson spoke in unequivocal terms for the freedom of teaching.

In 1900 the University escaped making what many believed would have been a serious mistake. It was, as has more than once appeared in these pages, one of the basic ideas of the plan of organization that the work of the first two years of the undergraduate course was college work, while in the last two years true university work began. This was the reason for the division into the Junior and Senior Colleges. President Harper, wishing to mark the completion of the Junior College work and the passing of the student into the higher university work of the Senior College, proposed a new degree, that of Associate, to be conferred at the close of the Junior College course. He felt that there were many advantages connected with the conferring of such a degree, and was much interested in the matter. The proposal was before the University two or three years, perhaps longer. In the President's Report for 1898–99 he discussed the question at length. The more it was discussed and the more President Harper reflected, the more doubtful he became about the invention of a "degree" to be conferred when a college course was only half over. He became convinced at last that this would cheapen all degrees, and particularly those of the University of Chicago. Finally the word "title" was agreed upon by all parties as a happy solution of the difficulty, and at the January, 1900, Convocation, the President announced that the faculties and the Congregation had united in recommending to the Board of Trustees the conferring of the title of Associate in Arts, Literature,

and Science upon those who completed the work of the Junior Colleges. The title of Associate was first conferred at the April, 1900, Convocation, and continued thereafter to be a regular and not uninteresting part of the Convocation exercises.

The Convocations were a unique feature of the University's life. Held quarterly, and sometimes oftener, as when honorary degrees were conferred on President McKinley and President Roosevelt, it might be thought that they must have become formal, perfunctory, and uninteresting. For ten years the University had no hall in which to hold them. Sometimes they were held in halls in the business center of Chicago, sometimes in the old gymnasium, and later in the new one, sometimes in tents, and sometimes in the open air within the quadrangles. As late as March, 1903, the University journeyed six miles to Studebaker Hall for its Convocation. The next two were held within the quadrangles in the open air, and in October, 1903, they found refuge from their wanderings in the newly erected Mandel Assembly Hall. Though held so often, the Convocation did not grow stale. Many distinguished men and women of this and other countries, scholars, statesmen, philanthropists, diplomats, preachers, men of business, authors, editors brought their messages to the University as Convocation orators. The President's Convocation statement on the condition of the University with its announcement of new gifts, of new appointments and promotions in the faculty, perhaps of new plans and policies, was listened to with great attention, and the conferring of the degrees lost none of its interest from quarter to quarter and from year to year. There were ninety-nine Convocations during the first quarter-century, but the interest in them continued undiminished through the years. The March Convocation was made a family affair, a member of the University always being called upon to make the address. To assist in the orderly and dignified conduct of the Convocation, the President, as a special honor, appointed eleven young men as Marshals, one of them being Head Marshal, and ten young women as Aides. By them the candidates for titles and degrees were conducted to the platform and led before the President. The Convocation procession was led by the Marshal of the University, who was a member of the faculty.

An interesting development in the life of the University took place in 1895. In that year the first student annual appeared. It was happily named *Cap and Gown*. The number of students, particularly of undergraduates, was not at that time very large, and for a number of years the financing of *Cap and Gown* was found very difficult. The students, however, rapidly increased in numbers, the Junior class assumed the responsibility for issuing the volume, and *Cap and Gown* became a handsome publication of four or five hundred pages. In it the students gave their view of the contemporary history of the University, naturally giving much space to the Senior and Junior classes, fraternities, clubs, athletics, and social events. The professors sometimes received attention they would willingly have dispensed with, but the *Cap and Gown* was a creditable and valuable publication. It will prove a mine of information to future historians of the University.

It will, perhaps, be remembered that coincidently with the beginning of instruction on October 1, 1892, the first student paper appeared—the *University of Chicago Weekly*. Other efforts in this line came to grief, but the *Weekly* held on its way successfully for ten years. At the end of that time it was felt that the issuing of a daily could no longer be deferred. A reorganization was therefore effected and the *Daily Maroon* appeared, the continuation and successor of the *Weekly*. The first appearance of the *Maroon* was in October, 1902. In passing out of existence the *Weekly* issued a handsome historical souvenir, containing more than a hundred pages, profusely illustrated with pictures of the University buildings, professors, Trustees, and patrons of the first ten years. The *Daily Maroon* was a four-page paper, and with many ups and downs went on its way during the remaining fourteen years of the quarter-century, with every prospect of continuance. Other ventures, notably the *Monthly Maroon*, appearing in 1902, were made in the field of journalism, but did not last. The *Monthly Maroon* did one notable service, publishing in 1906 a fine "Souvenir Number." It ceased to appear after 1907. In 1913 a new student publication appeared—the *Chicago Literary Monthly*. In 1915 a Freshman paper made its appearance—the *Green Cap*, devoted to the interests of the class of 1919. Taking its name from the green cap tradi-

tionally worn by Freshmen, its future name, if it was to have a future, was wholly problematical. This does not exhaust the catalogue of student publications. There were others, but they were ephemeral. They had their day and passed away, those days being too brief for record here.

It is impossible to write at all adequately of the developing University without taking into account that most important part of it—its alumni. The University had begun with a small body of alumni taken over from the Old University of Chicago. These orphans had loyally accepted their new Alma Mater and led the way in organizing the new Association of Alumni at the close of 1892–93, the new University's first year of instruction. The University conferred its first degrees at the June, 1893, Convocation. There were thirty-one Bachelors', Masters', and Doctors' degrees conferred. It is not enough to say that from that time the alumni increased rapidly in numbers. They began to multiply. Very soon organized groups appeared. The first of these was the Divinity Alumni Association, coming in with the Divinity School. Then came the Association of the Doctors of Philosophy. In 1898 the Chicago Alumni Club and the Chicago Alumnae Club were organized. In the Decennial Report President Harper said:

> It has been interesting to note the readiness with which the alumni in the various sections of the country have come together for the organization of associations. Such associations have been established in Boston, New York, Indianapolis, Chicago, and Omaha.

As the number of these local clubs increased from year to year, the need of a central body, which should have charge of all matters which affected the alumni in general, became so evident that in 1909 the Alumni Council was organized. It came to be composed of delegates from the Associations of the College Alumni, of the Doctors of Philosophy, of the Divinity and of the Law Alumni, from the Chicago Alumni and Chicago Alumnae Clubs, with one representative from the faculty of the University. Before the end of the first quarter-century the organization of more than thirty local alumni clubs in all parts of the United States and in Hawaii, the Philippine Islands, and Japan was reported, a significant attestation of the loyalty of the University's graduates.

In 1907 the alumni felt that they were strong enough to undertake the publication of a journal. In March of that year, accordingly, the first number of the *Chicago Alumni Magazine* appeared. It developed during 1908 into the *University of Chicago Magazine*, which, after some initial difficulties, as the alumni multiplied, increased in interest, circulation, and influence. In 1914–15 the alumni began a movement for the raising of a student scholarship fund which had in it great possibilities for future generations of students.

The alumni early realized that they sustained a peculiar relation to the University. The statement of President Judson in the first number of the *Alumni Magazine* that "the real strength of a University depends in the long run on its body of alumni," echoed their own sentiment. The institution was still very young, and the alumni were very young also, when they began to feel that they should be represented on the managing Board. It was true that three alumni of the first University were Trustees, two of them, Judge Frederick A. Smith, '66, and Eli B. Felsenthal, '78, continuing through the entire period covered by this history. But this, gratifying though it was, did not wholly satisfy them. They wished to see someone graduated in their time from the new University made a Trustee. This attitude of the alumni did not displease, but gratified, the Board of Trustees. They felt that it indicated a living interest among the alumni in the University, of which they formed a great and rapidly increasing part. In 1914, therefore, Harold H. Swift, of the class of 1907, was elected a member of the Board of Trustees, the first of the new alumni out of the many the future will bring forth to guide the destinies of their Alma Mater.

The loyalty of the alumni was born while they were students. The classes, as they approached graduation, began, very early in the history of the University, to make class gifts. This gave great satisfaction to President Harper. In the Decennial Report he expressed his satisfaction as follows:

> One of the most pleasing things in the history of the student life has been the custom, now firmly established, for the retiring class to present to the University a memorial gift. These gifts have been accepted by the institution

with great appreciation as indicative of the good spirit which has always existed between the institution and its students.

The following is a list of the gifts thus far made: The Senior Bench, by the Class of 1896; the President's Chair, 1897; a stone drinking-fountain, 1898; a pulpit, 1899; the planting of a tree upon the campus, 1900; the Douglas Tablet, 1901; and a stained-glass window for Mandel Hall, 1902.

Subsequent class gifts were the "C Bench" given by the Class of 1903; gift for the Harper Memorial Library, 1904; a contribution for the building of the Harper Memorial Library, 1905; the Cobb Hall Bulletin Boards, 1906; the lamps in front of Cobb Hall, 1907; the Harper Tablet in the Library, 1908; Harper Library clocks, 1909; contribution for the Harper Memorial Library, 1910; the Coat-of-Arms in the Cloister, Tower Group, 1911; a gate for Stagg Field, 1912; the contribution of the Class of 1913, waiting final designation; Students' Loan Fund, 1914; lamps for Hutchinson Court, 1915; for undergraduate scholarship, 1916. The Class Gift may be said to have become one of the traditions of University life, firmly established during these early years.

President Judson, early in his administration, began to work out plans for cutting down the number of years ordinarily required in preparing for and completing a college course. It has already been told how this work was begun in the Elementary School in the saving of one year with no sacrifice in the quality of the preparation for the High School. It was the President's view that the sixteen years traditionally required for elementary, secondary, and college work could, not only without detriment, but with profit to the student, be cut down to twelve or at the most thirteen, thus adding three or four years to his productive life. This was a problem of immense importance, the solution of which engaged the attention not only of the President, but also of many of his associates. The President's Report for 1909–10 ended as follows:

> The American College problem as it exists in these opening decades of the twentieth century has not yet been solved, and needs a very careful and intelligent study. It would not be surprising if the result of that study should be some quite startling changes in the existing organization.

As to the policy worked out by the University with reference to entrance requirements and to the college curriculum, Professor

J. R. Angell, Dean of the Faculties of Arts, Literature, and Science, made, at the close of 1915, the following interesting statement:

The University has for several years been attempting to contribute to the solution of a problem recognized as universally significant, i.e., the problem of eliminating the wastage of time and effort in our present educational organization, thus securing a material lessening of the period required by the individual of good natural ability to complete his formal training and to enter upon his permanent life work. In conjunction with this effort the University has also made a consistent and aggressive attempt, both by the raising of its entrance requirements for the colleges, and by the more perfect organization of its own work, to secure a higher quality of accomplishment on the part of its students.

The first object it has sought to attain by such adjustments with the secondary schools as will allow students of marked capacity to have the high quality of their work taken into account as well as the quantity of it, ... so that, by receiving more than the usual amount of credit from this high-grade work, they may materially reduce the time now required for graduation from high school and college.

After speaking of the saving of a year of the student's time in the University's elementary school, Mr. Angell goes on to say:

In connection with this general type of reorganization of work the University has attempted at several points to take cognizance of the individual variation of students and to provide facilities whereby the abler students may advance more rapidly than the less able. So far as this experiment has proceeded, it likewise has been attended with marked success. The sum total of the savings represented under the present arrangement, in the time consumed by the student of good ability, is something over one year by the time the Bachelor's degree is received, as contrasted with what has been the common practice in this part of the world. We are confidently expecting to secure the saving of at least one more year for the student of distinguished capacity and industry.

The second object, i.e., the improvement of the quality of work done by students, has been sought in part by eliminating from the entering class in the Colleges the lower portion of the students graduating from accredited high schools. A careful study was made in 1912–13 of the scholastic record of students who, having been admitted to the Colleges, failed during the first year to maintain themselves, and were thus eliminated. A standard for the student's school record was then set for entrance at the point which would have prevented these unsuccessful students from entering the University. The result of this procedure has been to bring us a better trained group, with whom we can expect to do better work. . . . . We have also made a careful study of

a considerable portion of our fundamental college courses and have attempted to bring them to a more nearly uniform standard of requirement. In this connection it may be added that since 1912 we have rendered our specific entrance requirements much more flexible, so far as concerns the *subject-matter* demanded, and as a consequence of this, have left the high schools which prepare students for us a much freer hand in meeting the peculiar needs which arise in the several communities which they serve. We no longer, however, receive any students with conditions (fifteen units must be presented), and as indicated above, we seek to bring here only those whose natural capacities and training render it probable that they can profit by residence with us.

The more this statement is considered, the more important it will be seen to be, and the more clearly will it appear that in these closing years of its first quarter-century the University was not only working on, but actually solving, an educational problem of far-reaching significance. To reduce by three or more years the time usually required for going through the primary and secondary school and college would be rendering the world a service of the highest value.

The spirit of service of the developing University was frequently illustrated in its surrender of its President and some of its leading professors for important missions in the interest of the community and of humanity at large. In 1908 Professors Burton and Chamberlin spent many months in pursuing investigations into educational, social, and religious conditions in the Far East, investigations which carried them through India, Japan, and China. On their return Mr. Burton prepared a full report of the conditions found to exist. Although this investigation was made in the name of the University it was actually a part of Mr. Rockefeller's far-reaching plans of beneficence.

The University co-operated also in the next step in these plans. In 1914, President Judson was given leave of absence for seven months, and went to China as chairman of the China Medical Commission of the Rockefeller Foundation. The Commission was sent to study the needs of medical education and hospitals in China, with a view to possible work in that direction by the Foundation. The report of the Commission was published in book form and the Foundation began, without delay, to carry out its recommendations in improving medical and hospital conditions in China.

The story of still another effort to serve the public is told in the President's Report for 1913–14, as follows:

> From October 1, 1912, to April 1, 1914, Professor J. Laurence Laughlin, Head of the Department of Political Economy, was on leave of absence from the University, acting as chairman of the Executive Committee of the National Citizens' League for the Promotion of a Sound Banking System. In that capacity Professor Laughlin was able to render a large service to those engaged in planning the organization of a new system of banking and currency for the United States.

These are illustrations only of the services of a similar nature the developing University was called upon to render outside its own walls.

Meantime inside the quadrangles new and interesting developments were taking place among the students. One of the most interesting things in the history of the University was the gradual growth of undergraduate sentiment against dishonesty in college work. This sentiment so increased that in the Autumn Quarter of 1913 the undergraduates voted more than four to one in favor of the temporary formation of an "honor commission." This commission was a committee of students to investigate instances of cheating and to recommend to the faculty penalties for those found guilty. The following statement is quoted from the *Cap and Gown* of 1914, showing the progress of this movement and the undergraduate view of it:

> At the Council elections in February the Honor Commission was made a permanent organization of the University of Chicago. It is composed of ten undergraduates—five men and five women—and has regular weekly meetings. It has the power of hearing cases and recommending punishments formerly possessed by the Board of Deans. Both the faculty and students report cases for its decision.
>
> Although the Commission possesses full judicial authority and has already acted on cases, its aim is educational rather than wholly judicial. It is working to bring about a clearer understanding by instructors and students as to what constitutes dishonesty, and to secure greater uniformity in the conduct of examinations. It hopes eventually to create a sentiment against cheating, which shall render dishonesty impossible at the University of Chicago.

Such were the beginnings of a noble tradition of high honor in all student relations with the University.

President Judson in his Annual Report for 1911–12 said:

A coat-of-arms for the University of Chicago was adopted by the Board of Trustees August 15, 1910: a seal was adopted January 30, 1912. A heraldic expert, Pierre de Chaignon la Rose, working under the direction of Mr. Charles A. Coolidge, proposed the charges of the shield and the first form of the coat-of-arms. Mr. Burke, of London, who made a further study of the design, suggested a rearrangement of the field. The resultant coat-of-arms is as follows:

"Argent, a phoenix displayed gules, langued azure, in flame proper. On a chief gules, a book expanded proper, edged and bound or. On dexter page of book the words *Crescat scientia* inscribed, three lines in pesse sable. On sinister page the words *Vita excolatur* inscribed, three lines in pesse sable."

The technical description here given is simplicity itself to those familiar with heraldic symbols and language. Those who are not would need to see the picture of the coat-of-arms in the colors indicated in the description. The coat-of-arms was in the form of a shield. At the bottom were fiery red and yellow flames, out of which the fabled phoenix was rising. All this was on a white ground. The upper quarter of the shield had a red ground on which was an open book on the two pages of which was the motto, on the first page, *Crescat Scientia*, and on the opposite, *Vita Excolatur*.

One of the first things done by the Board of Trustees in 1890 was to appoint a committee to report on a suitable seal. Pending the adoption of a design, a temporary seal was made, in the center of which was the word "Seal," and around the border the name of the University. This temporary device served for twenty-one years before the permanent seal was devised. That had for its central feature the phoenix, and above it, as in the coat-of-arms, the open book and motto. Around the outer edge was this inscription: "Sigillum Universitatis Chicaginiensis A.D. MDCCCXC," and inside this inscription another, as follows: "A Johanne Davison Rockefeller Fundatae."

The University owed the motto of the coat-of-arms and the seal to Professor Paul Shorey. Mr. Shorey was thinking one day of that phrase in Tennyson's *In Memoriam:* "Let knowledge grow from more to more," and it impressed him as expressing one purpose of a university. He thereupon put it into Latin—*Scientia*

crescat. Casting about for some phrase that would express the University's ideal of service, as Mr. Robertson of the Department of English wrote in the *University of Chicago Magazine* for June, 1912,

> he was minded of the passage in the sixth book of the *Aeneid*, in which Vergil tells of seeing in the happy fields those who on earth enriched or adorned human life. [*Inventas aut qui vitam excoluere per artes.*] And so he got his second verb and subject. In putting the two parts together he related them in English by "*and so.*" Hence Dr. Shorey offered as a motto for the University: *Crescat scientia; vita excolatur*—"Let knowledge grow from more to more; And so be human life enriched."

The motto was welcomed and adopted. This is the story of the way in which the University got its coat-of-arms and seal.

As the years passed the personnel of the Board of Trustees and of the faculty inevitably changed. The faculty, indeed, increased rapidly in numbers, while the number of Trustees remained unchanged. The Board of Trustees was divided into three classes of seven members each, the term of one class expiring each year. In addition to the original twenty-one members, twenty-eight other men served as Trustees during the first twenty-five years. Among these, William H. Holden served six years; Rev. Leighton Williams, seven years; Hon. Franklin MacVeagh, twelve years; Isaac W. Maclay, five years; Frederick T. Gates, fourteen years; John D. Rockefeller, Jr., thirteen years; Hon. Frank O. Lowden, five years; J. Spencer Dickerson, four years, until in 1913 he became Secretary of the Board; F. J. Llewellyn, six years; Frederic A. Delano, one year; and T. W. Goodspeed, several brief terms. Nine Trustees died while in office—Charles C. Bowen, of Detroit, William B. Brayton, Edward Goodman, David G. Hamilton, President William R. Harper, George A. Pillsbury, of Minneapolis, Daniel L. Shorey, George C. Walker, the donor of Walker Museum, and Enos M. Barton. The following became Trustees in the course of the first quarter-century, and were still serving the University as Trustees at the end of that period: Willard A. Smith, 1894; Judge Jesse A. Baldwin, 1896; Howard G. Grey, 1899; Adolphus C. Bartlett, 1900; Harold F. McCormick, 1900; Hon. Francis W. Parker, 1901; President Harry Pratt Judson, 1907; Thomas E. Donnelley, 1909; Charles R. Holden, 1912;

Julius Rosenwald, 1912; Robert L. Scott, 1912; Harold H. Swift, 1914; Judge J. Otis Humphrey, of Springfield, Illinois, 1914; and Charles E. Hughes, Associate Justice of the Supreme Court of the United States, 1914.

Along with these lists there is one that occupies a unique place. That is the list of the men who were among those named as Trustees in the Certificate of Incorporation issued by the State of Illinois in 1890, and who were still Trustees twenty-five years later. These were Martin A. Ryerson, president of the Board from 1892, Charles L. Hutchinson, treasurer from the beginning, Andrew MacLeish, vice-president from 1894, Judge Frederick A. Smith, second vice-president from 1909, and Eli B. Felsenthal, who was chairman of the committee which reported the plan for the celebration of the twenty-fifth anniversary. Thus these five veterans continued influentially active through this entire period, and at its close some of them had only reached the fulness of their powers and might be expected to give the University another quarter-century of service. From the beginning the Board of Trustees was an able, united body of men, devoted to the interests of the University, and gratuitously giving to it an amount and quality of service beyond praise.

A little larger proportion of the original faculty remained in active service at the end of twenty-five years than of the Board of Trustees. Of the one hundred and twenty appointees on the faculty in 1891–92 thirty-five were still at work in 1915–16. Sixty-six had gone to other institutions or into other callings. Four had been retired. The services of fifteen had been cut short by death. Some of these fifteen were among the most eminent men in the faculty, including President Harper and five heads of departments: von Holst, Whitman, Nef, Hulbert, and Northrup, and the University Chaplain, Dr. Henderson. All these, and the hundreds of others who, as the University developed, came into the faculty, united to make it all that it came to be. Something of what that was felt to be in the faculty was voiced in the Convocation address of March, 1909, by Professor Paul Shorey. He spoke on "The Spirit of the University of Chicago." He said in one place:

> We have been styled a college made to order, or, more graciously, a university by enchantment. . . . . But we to whom these buildings are but the

symbol and the shell of the life they contain, we who know or can divine what it has cost to do the work of a century in seventeen years, we who have shared the travail of creation, borne the shocks of collision and the strains of adjustment in the effort to find ourselves, and awaken at last to the perception that we are not a mere fortuitous concurrence of infinitely repellant particles, but a living organism and a collective soul, we can acquiesce in no soulless name for the process that has brought this thing to pass. We ask for words charged with human and moral meanings—generosity, faith, self-sacrifice, courage, devotion, and work. The munificence and modest self-effacement of our Founder, the generosity of the citizens of Chicago whose names our successors will delight to honor, the prophetic faith, the unsparing self-sacrifice, the undaunted courage of President Harper, who gave us not only the consecration of his tireless life, but the example of his death, the devoted sagacity of our Trustees who have borrowed from business or stolen from well-earned leisure the countless hours they have bestowed on the administration of our affairs, the work—but we have all worked. "This is the only witchcraft we have used." . . . . The University of Chicago, ... there are those who love her—love her largeness and liberality, her sanity and common sense, her equalization of opportunity, her humane hospitality to men and ideas, her practical idealism, her flexible yet indomitable spirit—love her for her breadth of charity, her faith in truth, and her faith that truth will make men free.

This history of the first twenty-five years of the University of Chicago and this chapter on "The Developing University," may properly conclude with a review of those developments which can be put into figures. The original site of three blocks had increased to about seventeen, or from seventeen acres to not quite one hundred, including the north and south sides of the Midway Plaisance from Washington Park on the west to Dorchester Avenue on the east, a distance of about three-quarters of a mile. The fifty acres of Plaisance which thus bisected the campus were, to all intents and purposes, a part of it, and, being park lands, added as much to the beauty as to the commodiousness of the site. Adding the seventy or more acres of the Observatory site at Lake Geneva it is found that the seventeen acres of the original site in Chicago had increased to about one hundred and sixty-four, and the value from two hundred and fifty thousand dollars, to four million, six hundred and fifty thousand. The four buildings of 1892 had increased to above forty, and the value of the buildings from four hundred thousand to more than six million, seven hundred thousand dollars. The furniture for these buildings had cost nearly half a million

THE QUADRANGLES, 1914

dollars. Scientific apparatus had been gathered costing more than seven hundred thousand dollars.

It has been told on a preceding page that in 1891–92 the total assets actually in hand did not exceed seven hundred thousand dollars. At the end of the first quarter-century, the assets, including those of the Divinity School, which were more than four hundred thousand dollars, exceeded thirty-five million dollars, with four millions yet to be paid of the Founder's final gift of 1910—a total of more than thirty-nine million dollars. The annual expenditures for the current work of the year grew from about three hundred and fifty thousand dollars for the first year of instruction to about one million, eight hundred thousand in 1915–16. They multiplied fivefold.

The twenty-three departments of instruction of 1892 increased to thirty-three. The single Graduate School became two. The one Professional School became four, with many additional departments of instruction. In its first year the University offered a large number of courses of instruction—about seven hundred in all the schools and departments. This number, great as it was, had doubled in 1915–16.

At the end of the quarter-century the faculty had increased from the one hundred and twenty of the first year to four hundred and fifty. The number of volumes in the libraries had grown from two hundred thousand to six hundred and fifty thousand books and pamphlets, valued at more than eight hundred thousand dollars.

The enrolment of students the first year, which was a year of three quarters instead of four, was seven hundred and forty-two. For 1914–15 the total enrolment for the four quarters was seven thousand, seven hundred and eighty-one, and when these final pages were written it had become evident that the attendance for 1915–16 would considerably exceed eight thousand. The number of students matriculated had reached the somewhat surprising total of nearly sixty thousand. Some of these matriculants came to the University for a single quarter only, perhaps a Summer Quarter, and having secured what they sought, did not return. Many teachers, ambitious to improve, returned summer after summer. The University was organized to serve such students as well as to carry young people through a regular course to graduation or to a

higher degree. Thousands did thus go on through the regular college course. Other hundreds passed through the Professional and Graduate Schools and won the higher degrees. And thus, while large numbers of students got what they entered the University for and left it without degrees, so many remained through years of study that the numbers of the regular alumni increased amazingly. Every quarterly Convocation saw students graduated with the Bachelor's degree and others taking higher degrees. At the end of the first quarter-century the alumni numbered about eight thousand, seven hundred.

This is the story of the origin and development of the University of Chicago, as these have unfolded before the eyes of the author. It has been the history of a movement in which the dreams of the projectors of the movement were dwarfed by the tremendous sweep of events. Development, rapid, intelligent, enduring, was the law of its life during the period covered by this history. Enlargements in scope and resources began two years before the doors were opened to students. They continued year after year, great and ever-increasing contributions of funds keeping pace with the ever-enlarging educational work. Every year saw established a new journal, a new department, a new college, or a new school. The site was constantly expanding, and new buildings were continually augmenting the facilities for instruction and research. Increasing numbers of students, professors, and courses of instruction, enlarging additions to libraries, apparatus, and collections, showed a steady and rapid advance in the developing life of the institution. This developing life gathered power as the years went on. The tide was flowing stronger than ever in the closing years of the first quarter-century. Every department of the University's work was prospering as never before. Under the administration of President Judson its development was proceeding with new power and new promise.

One who has known the University well from the beginning has called it:

> a university, the growth of which, for solidity, strength, rapidity, wisdom, has probably never been equaled in the history of learning. In the twenty-five years of the University's history there has been condensed a growth no other institution in the world has attained in two hundred and fifty years.

However this may be, the remarkable development of the University of Chicago in all the elements that make an institution of learning great, although taking place in so brief a period, was as orderly, logical, substantial, and enduring as it could have been had it taken a thousand years.

But remarkable as it was, the Founder might well have repeated on the twenty-fifth anniversary what he said on the fifth: "It is only a beginning." Great departments remained to be organized. Great expansions remained to be made. And as growth, progress, expansion had been the law of the new institution's life throughout the first quarter-century, there was every indication that they would continue to be distinguishing features of the maturing University. In addition to its material equipment it possessed great resources in its Trustees, its faculty, its students, and particularly in its great and growing body of alumni. The alumni were the Greater University. Already it was beginning to be understood that the future of the institution would be largely determined by them. And in their growing numbers and increasing loyalty were the prophecy and assurance of continued and progressive development.

APPENDIX

STATEMENT SUBMITTED TO THE BOARD OF TRUSTEES AT ITS FIRST MEETING, JULY 9, 1890, BY F. T. GATES, CORRESPONDING SECRETARY OF THE AMERICAN BAPTIST EDUCATION SOCIETY.

To the Board of Trustees of the University of Chicago:

GENTLEMEN: Dr. Goodspeed has presented to you a brief account of the origin of the present enterprise of re-establishing the work of higher education in the city of Chicago, and has traced the progress of the undertaking under the auspices of the American Baptist Education Society up to the completion of the initial fund. It remains to lay before you the engagements and obligations which the Education Society entered into with the subscribers to this fund; to show how in the main particulars these obligations have already been discharged by the Society. This it falls to the lot of a committee to do, consisting of Mr. Blake, Mr. Bowen, and myself, appointed by our Executive Board for this purpose.

The engagements entered into by the Society with its subscribers are embodied in the series of resolutions adopted by our Executive Board and indorsed by the Society when the work of raising funds was undertaken. These may be found on pp. 16 and 17 of our first annual report, now in the hands of each of you. These resolutions the Society regards as covenants with the subscribers to the fund. They are based upon the report of a committee of nine eminent educators but written under the eye of Mr. Rockefeller on the day in which he made his great pledge. On these resolutions the pledge was based. Dated May 15, 1889, the pledge was by stipulation of Mr. Rockefeller held in escrow by the corresponding secretary until the Executive Board at its appointed meeting, two days later, should pass these resolutions. If the resolutions should fail of adoption without material change, Mr. Rockefeller's pledge was to be returned to his hand. These resolutions were unanimously adopted by the Executive Board, May 17, 1889, and the following day were indorsed by the Society with equal unanimity, the Society thus assuming the obligations the resolutions impose. Mr. Rockefeller's pledge was released from escrow and publicly announced. As with Mr. Rockefeller, so with every later subscriber, the resolutions

formed a contract on the part of the Society with the subscriber. The Society announced in its official report that on the basis of these resolutions it would seek subscriptions. The resolutions were published for this purpose in the secular and religious press of Chicago; they were embodied in circulars and scattered in the pews of the churches, or sent broadcast by mail over the land. The gentlemen charged with raising the fund have made the resolutions the basis of their public and private appeals, and everywhere in the name of the Society have guaranteed the full discharge of the obligations and duties which they impose. The resolutions, therefore, are a contract, not only with Mr. Rockefeller, but with every one of the twelve or thirteen hundred subscribers to the fund. All the acts of the Education Society in relation to the institution have been in pursuance of these resolutions.

The first resolution reads as follows:

1. *Resolved*, That this Society take immediate steps toward the founding of a well-equipped college in the city of Chicago.

It need only be remarked here that it has never been the purpose of the Society to seek to limit the institution to the work of a college. It has been hoped and believed that a good college located in this city would naturally and inevitably develop into a great unviersity. Legal provision for such development is made in your articles of incorporation. But from the first it has been believed that the enlargement would be effected naturally by the inherent life of the institution and would by no means require the fostering care of the Society. The Society undertook only so much as seemed indispensable for it to do; that was, to found a college on a solid basis. It is for a college pure and simple, therefore, that the funds have been subscribed. Mr. Rockefeller made his pledge "toward an endowment fund for a college to be established in Chicago." The other subscriptions are limited likewise. They can properly be used only for a college. For this purpose alone the appeal has been made throughout the canvass. We have announced that other departments of instruction, if founded, would be supported by other funds. In considering the question of founding preparatory departments or academies in Chicago, it will be necessary to decide whether current usage in the West recognizes these as integral parts of a college.

The second resolution is:

2. *Resolved*, That the institution be located in the city of Chicago, and not in a suburban village.

In accordance with this resolution the Executive Board has secured a site within the corporate limits of the city.

The articles of incorporation embody the obligation of the third resolution:

3. *Resolved*, That the privileges of the institution be extended to persons of both sexes on equal terms.

The fourth resolution reads:

4. *Resolved*, That for a suitable site for the proposed institution there be provided at least ten acres of land.

This obligation has been discharged by the Board in securing twenty acres of land. The site consists of three blocks of six and two-thirds acres each, lying between Fifty-sixth and Fifty-ninth streets and Ellis and Greenwood avenues. The north half of this tract is a gift from Mr. Marshall Field. The south half, extending to the Midway Plaisance the Board has purchased from Mr. Field at a cost of $132,500. The terms of this purchase are as follows: Mr. Field, on his part, makes two deeds to us, one for the north half, with consideration fixed at one dollar, and requiring that the property be devoted to no other than educational purposes for the term of one hundred years, the other for the south half, with consideration of $132,500, without limitations as to use. We, on our part, agree to pay the whole sum of $132,500 within one year from June 1, 1890, in sums of $1,000 or multiples thereof as collected, and to pay interest from June 1, 1890, at 6 per cent, to be stopped on payments as made. We agree to use all our collections in these payments, except so much as may be required for current expenses, until all is paid. The deeds are in escrow with the Merchants' Loan and Trust Co. Failure to pay the whole within the year operates to restore to us our money paid and to Mr. Field his deeds.

The fifth resolution refers to finances:

5. *Resolved*, That the Board proceed to raise one million dollars as a financial foundation for the proposed institution.

The total sum raised in pledges and land approximates $1,200,000.

The sixth resolution refers to conditions of subscription:

6. *Resolved*, That subscriptions secured for this fund shall be subject to the following conditions:

First Condition, That the whole sum of one million dollars be subscribed before June 1, 1890.

Second Condition, That all subscriptions for lands and buildings bear interest from June 1, 1890, until maturity, at 6 per cent.

Third Condition, That all subscriptions shall be payable in equal quarterly instalments, and shall in no case extend beyond five years from June 1, 1890.

The three conditions of the sixth resolution have been more than fulfilled: the first by completing the full sum of one million dollars before June 1, 1890; the second and third by securing better terms, on the whole, than are therein required, as shown by our subscriptions and the payments already made, amounting to nearly four instalments in thirty days.

The seventh resolution reads:

7. *Resolved*, That at least $600,000, and as much more as possible of the million or more subscribed, shall be an endowment fund, the principal of which shall remain invested, and the income used only so far as shall be necessary for the expenses of conducting the institution, and shall not be used in the purchase of lands or in erecting or repairing buildings.

The Society has here discharged its obligation in securing Mr. Rockefeller's pledge of $600,000, the uses of which are legally limited to the purpose set forth in the resolution. It remains for us only to call your attention, as we now do, to the use to which this fund is limited by its terms, viz., an endowment fund for a college to be established in Chicago.

The eighth resolution is:

8. *Resolved*, That the Board shall secure the incorporation of the proposed institution as early as practicable; that the Board of Trustees shall consist of twenty-one members, divided into three equal classes, with terms of service expiring respectively in one, two, and three years; that the choice of persons for the first Board of Trustees shall be subject to the approval of the Executive Board of this Society, and that the President of the institution, and two-thirds of the Board of Trustees of the same, shall always be members of Baptist churches.

In securing the incorporation of the institution the Society has acted as promptly as possible. Work on the articles was begun before our success was fully assured. They were sent to the Secretary of State, July 5. The Society desires here to express its gratitude for the very able and painstaking service rendered by two gentlemen, now members of your honorable body, in preparing the articles of incorporation—Mr. Needham and Judge Bailey. It is believed that when your incorporation is legally perfected in every particular, the very extensive privileges and powers granted in the instrument will be found ample for every purpose in the coming years. The articles of incorporation read as follows:

STATE OF ILLINOIS } ss.
COUNTY OF COOK }

To the Honorable Isaac N. Pearson, Secretary of State:

We, the undersigned, John D. Rockefeller, E. Nelson Blake, Marshall Field, Fred T. Gates, Francis E. Hinckley, and Thomas W. Goodspeed, citizens of the United States, desiring to associate ourselves for the lawful purposes hereinafter stated, and for the purpose of forming a corporation (not for pecuniary profit) under the provisions of the Act of the General Assembly of the State of Illinois entitled "An Act Concerning Corporations," approved April 18, 1872, and of the several acts amendatory thereof, do hereby state and certify as follows, to wit:

1. The name by which said corporation shall be known in law is

"The University of Chicago"

2. The particular objects for which said corporation is formed are, to provide, impart, and furnish opportunities for all departments of higher education to persons of both sexes on equal terms; to establish, conduct, and maintain one or more academies, preparatory schools, or departments, such academies, preparatory schools, or departments to be located in the City of Chicago or elsewhere, as may be deemed advisable; to establish, maintain, and conduct manual training schools in connection with such preparatory departments; to establish and maintain one or more colleges, and to provide instruction in all collegiate studies; to establish and maintain a university in which may be taught all branches of higher learning, and which may comprise and embrace separate departments for literature, law, medicine, music, technology, the various branches of science, both abstract and applied, the cultivation of the fine arts, and all other branches of professional or technical education which may properly be included within the purposes and objects of a university, and to provide and maintain courses of instruction in each and all of said departments; to prescribe the courses of study, employ professors, instructors, and teachers, and to maintain and control the government and discipline in said university, and in each of the several academies, preparatory schools, or other institutions subordinate thereto, and to fix the rates of tuition and the qualifications of admission to the university and its various departments; to receive, hold, invest, and disburse all moneys or property, or the income thereof, which may be vested in or intrusted to the care of the said corporation, whether by gift, grant, bequest, devise, or otherwise, for educational purposes; to act as trustee for persons desiring to give or provide moneys or property, or the income thereof, for any one or more of the departments of said university, and for any of the objects aforesaid, or for any educational purposes; to grant such literary honors and degrees as are usually granted by like institutions, and to give suitable diplomas; and generally to pursue and promote all or any of the objects above named, and to do all and every of the things necessary or pertaining to the accomplishment of said objects, or either of them.

3. The management of said corporation shall be vested in a board of twenty-one trustees, who shall be elected as follows:

At the first annual meeting there shall be elected by ballot twenty-one trustees. The trustees so elected shall, at their first meeting, classify themselves by lot into three classes of equal number, which classes shall be designated as the first, second, and third class; and the term of office of the first class shall expire at the second annual meeting, and the terms of office of the other classes shall expire annually thereafter in the order of their numbers. At each annual meeting succeeding the first, seven trustees shall be elected by the trustees by ballot. Vacancies occurring by death, resignation, removal, or otherwise shall be filled for the unexpired term by the board at its first meeting after the vacancy occurs, and the member elected shall belong to the class in which the vacancy occurred.

The qualifications of the trustees and president of the university and of its college, which shall constitute its literary or undergraduate department, shall be as follows:

At all times two-thirds of the trustees, and also the president of the university and of its said college, shall be members of regular Baptist churches—that is to say, members of churches of that denomination of Protestant Christians now usually known and recognized under the name of the regular Baptist denomination; and as contributions of money and property have been and are being solicited and have been and are being made upon the conditions last named, this charter shall not be amended or changed at any time hereafter so as to abrogate or modify the qualifications of two-thirds of the trustees and the president above mentioned, but in this particular this charter shall be forever unalterable.

No other test or particular religious profession shall ever be held as a requisite for election to said board, or for admission to said university, or to any department belonging thereto, or which shall be under the supervision or control of this corporation, or for election to any professorship, or any place of honor or emolument in said corporation, or in any of its departments or institutions of learning.

The membership of this corporation shall consist of the several persons who for the time being shall be acting as trustees, and they shall annually elect trustees to fill the places of those whose terms of office shall expire at the annual meeting. Persons not members of the corporation shall be eligible to election, subject only to the qualifications hereinbefore mentioned.

The board of trustees may make by-laws not inconsistent with the terms of this charter, or with the laws of this state, or of the United States, for the government and control of said corporation, and of its several departments, and of the several institutions of learning under its care and control, and for the proper management of the educational, fiscal, and other affairs of said corporation, and for the care and investment of all moneys and property belonging to it, or given or intrusted to the said corporation for educational purposes.

Said by-laws shall provide for annual meetings, the first of which shall be held within one year from the date of these articles of incorporation.

4. The location of the university and of the college of arts to be established by said corporation shall be in Chicago, in the county of Cook, and state of Illinois.

5. The following persons are hereby selected as trustees to control and manage said corporation for the first year of its corporate existence, to wit:

E. Nelson Blake, Ferd. W. Peck, Judge Joseph M. Bailey, Herman H. Kohlsaat, Francis E. Hinckley, Charles L. Hutchinson, Prof. Wm. R. Harper, Eli B. Felsenthal, Hon. George A. Pillsbury, Martin A. Ryerson, Edward Goodman, Judge Daniel L. Shorey, Alonzo K. Parker, D.D., George C. Walker, J. W. Midgley, C. C. Bowen, Andrew MacLeish, Elmer L. Corthell, Fred A. Smith, Henry A. Rust, Charles W. Needham.

In testimony whereof we, the incorporators first above named, hereunto set our hands and affix our seals, this 18th day of June, in the year of our Lord one thousand eight hundred and ninety.

John D. Rockefeller
E. Nelson Blake
Marshall Field
Francis E. Hinckley
Fred T. Gates
Thomas W. Goodspeed

Returning now to the eighth resolution: You perceive that the provisions of the resolution regarding the number and qualifications of trustees, their terms of office, the qualification of the president, have been embodied in the articles. The prosperity of the institution, no less than its obligations to that denomination under whose auspices it has been created, and which has given by far the larger portion of the funds, require that the qualification of the president and two-thirds of the trustees shall be secured beyond possibility of violation at any time. As a further safeguard, therefore, this qualification will be inserted in the title deed transferring to you the real estate of the institution. The college, however, being of a purely literary and scientific character, is not designed to be sectarian. We have therefore provided in the articles of incorporation that no religious tests shall be required for election to any professorship or other place of honor or emolument.

The eighth resolution further requires that the choice of the first board of trustees shall be subject to the approval of our Executive Board. The nominees presented to our board represent the choice of the subscribers to the fund. The list of names approved by our Executive Board, and, as so approved, named by the incorporators according

to the statutes of Illinois in the articles of incorporation, were the nominees of persons representing more than nine hundred thousand dollars of the fund. They have since been cordially accepted by persons representing some two hundred thousand dollars more. Your right and title to be trustees of this institution is, therefore, assured from the standpoint of the law, and by the nomination of the subscribers, and by the approval of the society.

The ninth resolution reads:

9. *Resolved*, That the Society shall collect all funds for the proposed institution, and shall pay the same over to the trustees at such times and in such amounts as shall be approved by the Board, it being understood that the Society shall exercise no control over the financial affairs of the institution beyond the time when, in the judgment of the Board, the institution is solidly founded.

It will be seen that the first part of this resolution, regarding collection of funds, is modified by the second part, regarding cessation of control. Nearly $1,200,000 have been pledged to the institution, the site has been purchased, articles of incorporation have been filed, a Board of Trustees has been chosen in every way qualified to discharge their high trust, and commanding the universal confidence of the public. With your legal incorporation the time will fairly have arrived when the Education Society need exercise no further control over the affairs of the institution beyond discharging the obligations already assumed. Accordingly Dr. Goodspeed has been employed as financial secretary only until such time as you shall legally organize. His relationship with the Education Society will cease on that day. It will then be one of your first duties to employ a financial secretary. In his hands the pledges will be placed. The funds as collected have been deposited with the Illinois Trust and Savings Bank. They are now subject to the orders of our treasurer, Mr. Joshua Levering, countersigned by the corresponding secretary. It is desired to continue this arrangement until the payments on the site shall have been completed, after which it is expected all funds will be deposited with your treasurer. Meanwhile, our treasurer will be directed to pay the bills and expenses of this Board on the order of your president and secretary, and to turn over the endowment fund as paid in by Mr. Rockefeller to your finance committee for investment on your order.

The tenth resolution reads:

10. *Resolved*, That the Society shall take the title to the real estate of the institution and convey the same to the trustees of said institution, subject to a

reversionary clause, providing that in case the trustees shall ever mortgage the same, or any part of it, or any portion of the property thereon, the whole shall revert to the Society.

When, therefore, the Education Society shall have secured the deeds to the real estate, the transfers indicated in the tenth resolution will be made as soon as the necessary legal steps can be taken.

There is a certain obligation of honor which we have gladly assumed, the full discharge of which we desire to commit to you. The trustees of the University of Chicago founded in 1857, the work of which was discontinued some years since, have unanimously and heartily bequeathed to you the name "University of Chicago," and with the name they bequeath also their alumni. The new University of Chicago rises out of the ruins of the old. The thread of legal life is broken. Technicalities difficult or impossible to be removed have prevented our use of the charter of 1857. The new University of Chicago, with a new site, a new management, new and greatly improved resources, and free from all embarrassing complications, nevertheless bears the name of the old, is located in the same community, under the same general denominational auspices, will enter on the same educational work, and will aim to realize the highest hopes of all who were disappointed in the old. A generation hence the break in legal life will have lapsed from the memory of men. In the congeries of interests, affections, aspirations, endeavors, which do in fact form the real life of an institution of learning—in these there has been no break. The alumni of the institution in its older form are the true sons of the new, and as such we bespeak for them such appropriate and early recognition as your thoughtful courtesy may suggest.

We now commit to you this high trust; the erection of buildings, the organization of the institution, the expenditure and investment of its funds, and all that pertains to its work, its growth, and its prosperity, is placed absolutely without any reserve under your control. The Education Society has strictly limited its agency to discharging the engagements into which it entered with the subscribers, engagements on the basis of which all the funds were subscribed. The Society has made no appropriations from the funds except those required in securing and collecting the funds up to this day, incorporating the institution, and securing the site. So soon as sufficient funds are collected to meet these engagements, the official relationship of the Education Society with the institution will cease. Sixty-one thousand dollars have now been paid upon the site. Fervently do we pray that the blessing of

God, which has been so signally bestowed on this great undertaking from its earliest beginnings up to the present hour, may continue to prosper it, and still more richly in your hands, until it shall become a mighty educational power in this city and throughout the land.

FRED T. GATES, *Corresponding Secretary*

ARTICLES OF AGREEMENT BETWEEN THE BAPTIST THEOLOGICAL UNION, LOCATED AT CHICAGO, AND THE UNIVERSITY OF CHICAGO

MEMORANDUM

IN CONSIDERATION of the mutual covenants and agreements herein expressed, The Baptist Theological Union, located at Chicago, hereinafter styled the Union, for convenience, and The University of Chicago, hereinafter styled the University, do hereby agree as follows:

1. The Union agrees to lease to the University for the term of Nine Hundred and Ninety-nine years (999) its Seminary grounds and buildings at Morgan Park, at a rental of One Dollar ($1.00) per year, the University to pay all assessments which shall be levied or assessed against said premises during the life of said lease, to keep insured and in repair all buildings now standing thereon and to use the same for the purposes of an Academy or Higher School.

2. The University agrees to erect upon its grounds in the County of Cook, a Dormitory building to cost not less than One Hundred Thousand Dollars ($100,000), to be used as a Dormitory for the Seminary of the Union, to be cared for, kept insured and in repair by the Union, also to provide grounds on its Campus, at the cost of said University for additional buildings for the school of the Union when and as the same shall be reasonably required. The said University also agrees to furnish at its own cost and charges, and maintain adequate lecture rooms for the use of instructors in said School. A lease shall be drawn which shall contain such provision as counsel may reasonably devise for the purpose of carrying into effect the provisions of this agreement hereinbefore mentioned.

3. The Library of said Seminary shall be located in a building of the University and shall be cared for and managed by said University in substantially the same manner as the remainder of the Library of said University shall be managed; it being understood that the Students of said Seminary or School shall have reasonable access to the same.

4. The Seminary of the Union shall be taken and considered to be the sole Divinity School of the University and shall have accommodations upon the University Campus as hereinbefore and hereinafter provided.

5. The Treasurer of the Union shall pay over to the Treasurer of the University on the last day of each month the net income of the Union for the current month, to be used by the Treasurer of said University in the payment of the

salaries of the Professors and ordinary expenses of the Seminary or Divinity School, all of said expenses being a charge upon the funds of the Union.

6. The Treasurer of the University shall likewise be entitled to receive the incidental fees of the Seminary Students and the rentals arising from rooms in the Divinity Dormitory, unoccupied by Professors or Students of the Divinity School; provided that the same shall be credited and applied towards the incidental expenses of the Divinity School.

7. The first One Hundred Thousand Dollars received from Mr. Rockefeller upon his pledge of One Million Dollars shall be set apart for the erection of the building, hereinbefore provided for by Article 2, to be used by said Divinity School; it being understood that any income which may accrue from the same before the date of payment of the contracts for the erection of said building, shall be applied to liquidate debts which the Seminary may have contracted before the final location upon the Campus of the University of the Union, and that of the remaining payments to be made by Mr. Rockefeller, the income of one-ninth ($\frac{1}{9}$) shall be applied for the purpose of said Divinity School.

8. That the President of the University shall be the President of the Divinity School and sustain the same relation to the Faculty thereof as to the other Faculties of the University; provided that nothing shall be required by this clause inconsistent with the Charter of the Union.

9. That in the supervision and direction of matters pertaining to instruction in the Divinity School the Union shall act in accordance with the general regulations of the University.

10. That the Union will not hereafter confer degrees.

11. That the Union shall cease to conduct the department of Old Testament and Semitic studies, but this Article shall not be understood as debarring the establishment by the Union in the Divinity School of a Chair of Biblical Theology of the Old and New Testaments.

12. That the Union shall cease to confer annual memberships and shall fix the fee of life memberships at not less than One Hundred Dollars ($100).

13. That the income of moneys contributed to the University for Theological instruction shall be applied to the support and maintenance of the Divinity School.

14. That all the Students of the Divinity School shall have free tuition in all studies pertaining to the course of the Divinity School and free room rent so far as the Dormitory of the Divinity School will suffice, while engaged in such studies.[1]

15. That the University will confer degrees upon graduates of the Divinity School in accordance with the regulations of the University.

16. That instruction in the Old Testament and Semitic department shall be provided by the University; that is the instructors of this department shall be members of the Faculty of the graduate School and shall receive their

[1] This section was stricken out by mutual agreement in 1898.

salaries from said School, but this provision shall not be considered to prevent any change in said department which may hereafter be made in accordance with the mutual action of the University and the Union.

17. The University shall confirm the election of all Professors and Instructors in the Divinity School when and to the extent that the funds available for the Divinity School shall admit.

18. That all resignations and removals of the Faculty of the Divinity School shall be presented to and acted upon by the Board of the Theological Union, and they shall have the supervision and direction of matters pertaining to instruction in the Divinity School.

It is mutually understood and agreed that the co-operative action contemplated by this contract shall be deemed to have become initiate as soon as this agreement shall have been executed and that this agreement shall go into actual effect by the first day of July A.D. 1892.

IN WITNESS WHEREOF the said The Union and The University have in accordance with resolutions of its Board of Trustees duly passed, caused these presents to be signed by its Presidents and attested by its Secretaries and the corporate seals of said corporations to be hereto attached this 13th day of July, A.D., 1891.

THE BAPTIST THEOLOGICAL UNION
Located at Chicago

[SEAL.]

(Signed) By F. E. HINCKLEY
President of the Board of Trustees.

Attest:
FREDERICK A. SMITH, *Secretary.*

[SEAL.]

THE UNIVERSITY OF CHICAGO,
(Signed) By E. NELSON BLAKE, *President.*

Attest:
T. W. GOODSPEED, *Secretary.*

I hereby approve the foregoing contract between the Baptist Theological Union and the University of Chicago, and accept and adopt the same, when executed and acted upon by the contracting parties according to its terms, as a satisfactory compliance with those portions of my letter to the Board of Trustees of the University of Chicago dated September 16, 1890, making a contribution of one million dollars to said University, in which it is provided that the Baptist Union Theological Seminary of Chicago should become an organic part of said University and its Divinity School, and that the grounds of said Seminary should be transferred to said University.

(Signed) JOHN D. ROCKEFELLER.

Dated June 20, 1891
FOREST HILL, CLEVELAND, OHIO

THE FACULTY OF THE FIRST YEAR, 1892–93

[From the first University *Register*. Those whose appointments did not take effect till after the end of the first year are omitted.]

Officers of Government and Instruction[1]

William Rainey Harper, Ph.D., D.D., President of the University, and Head Professor of the Semitic Languages and Literatures.

Ezekiel Gilman Robinson, D.D., LL.D., Professor of Ethics and Apologetics.

James Robinson Boise, Ph.D., LL.D., S.T.D., Professor of New Testament Greek, Emeritus.

Galusha Anderson, A.M., S.T.D., LL.D., Head Professor of Homiletics.

George Washington Northrup, D.D., LL.D., Head Professor of Systematic Theology.

William Cleaver Wilkinson, D.D., Professor of Rhetoric and Criticism.

William Ireland Knapp, Ph.D., LL.D., Head Professor of the Romance Languages and Literatures.

Eri Baker Hulbert, D.D., Head Professor of Church History, and Dean of the Divinity School.

Hermann Edouard von Holst, Ph.D., Head Professor of History.

Thomas Chrowder Chamberlin, Ph.D., LL.D., Head Professor of Geology, and Dean in the College of Science.

Charles O. Whitman, Ph.D., Head Professor of Biology and Professor of Animal Morphology.

Richard Green Moulton, Ph.D., University Extension Professor of English Literature.

William Gardner Hale, A.B., Head Professor of Latin.

Harry Pratt Judson, A.M., Professor of Political Science and Constitutional History, and Head Dean of the Colleges.

Charles Chandler, A.M., Professor of Latin.

Emil G. Hirsch, Ph.D., Professor of Rabbinical Literature and Philosophy.

Thomas J. Lawrence, A.M., LL.D., University Extension Professor of History and International Law.

Carl G. Lagergren, A.M., B.D., Professor (in the Swedish Division) of Systematic Theology and Pastoral Duties.

J. Laurence Laughlin, Ph.D., Head Professor of Political Economy.

Albert A. Michelson, Ph.D., Head Professor of Physics.

Ernest D. Burton, A.B., Head Professor of New Testament Literature and Exegesis.

Alice Freeman Palmer, Ph.D., L.H.D., Professor of History, and Dean (of women) in the Graduate School and the Colleges.

Albion W. Small, Ph.D., Head Professor of Social Science, and Director of the Affiliated Work.

[1] With the exception of the President, the names in each group are arranged in the order of collegiate seniority.

Paul Shorey, Ph.D., Professor of Greek.
Benjamin S. Terry, Ph.D., Professor of Mediaeval and English History.
Henry Herbert Donaldson, Ph.D., Professor of Neurology.
Nels Peter Jensen, B.D., Professor (in the Danish-Norwegian Division) of Systematic Theology and Homiletics.
Rollin D. Salisbury, A.M., Professor of Geographic Geology.
Franklin P. Mall, M.D., Professor of Anatomy.
Eliakim Hastings Moore, Ph.D., Professor of Mathematics.
John Ulric Nef, Ph.D., Professor of Chemistry.

C. R. Van Hise, Ph.D., Non-Resident Professor of Pre-Cambrian Geology.
William H. Holmes, Non-Resident Professor of Archaeologic Geology.
Nathaniel Butler, Jr., A.M., University Extension Associate Professor of English Literature and Rhetoric, and Secretary of Lecture-Study.
Frank Bigelow Tarbell, Ph.D., Associate Professor of Greek.
Joseph Paxson Iddings, Ph.B., Associate Professor of Petrology.
Ira Maurice Price, B.D., Ph.D., Associate Professor of the Semitic Languages and Literature.
Edward W. Bemis, Ph.D., University Extension Associate Professor of Political Economy and Secretary of the Training Department.
George Stephen Goodspeed, Ph.D., Associate Professor of Comparative Religion and Ancient History.
Frank Frost Abbott, Ph.D., Associate Professor of Latin, and University Examiner.
Isaac Bronson Burgess, A.M., Academy Associate Professor of Latin, and Acting Dean of the Morgan Park Academy.
Robert Francis Harper, Ph.D., Associate Professor of the Semitic Languages and Literatures.
R. A. F. Penrose, Jr., Ph.D., Associate Professor of Economic Geology.
Charles A. Strong, A. B., Associate Professor of Psychology.
Oskar Bolza, Ph.D., Associate Professor of Mathematics.
Adolph C. Miller, A.M., Associate Professor of Political Economy.
A. Alonzo Stagg, A.B., Associate Professor and Director of the Department of Physical Culture.
George E. Hale, B.S., Associate Professor of Astro-Physics, and Director of the Observatory.
Julia E. Bulkley, Associate Professor of Pedagogy, and Dean (of women) in the Academic Colleges.

Franklin Johnson, D.D., Assistant Professor of Church History and Homiletics.
Francis Adelbert Blackburn, Ph.D., Assistant Professor of the English Language.
Eugene Bergeron, A.B., Assistant Professor of French.

Charles Richmond Henderson, A.M., D.D., Assistant Professor of Social Science, and University Recorder.

Philip A. Nordell, D.D., Assistant Professor of New Testament Literature and Exegesis.

Martha Foote Crow, Ph.D., Assistant Professor of English Literature.

William D. MacClintock, A.M., Assistant Professor of English Literature, and Dean in the College of Literature.

Henry Newlin Stokes, Ph.D., Assistant Professor of Inorganic Chemistry.

Clarence F. Castle, Ph.D., Assistant Professor of Greek.

Zella Allen Dixson, Assistant Librarian.

Heinrich Maschke, Ph.D., Assistant Professor of Mathematics and Physics.

Benjamin F. Simpson, A.M., B.D., Assistant Professor of Systematic Theology.

Marion Talbot, A.M., Assistant Professor of Sanitary Science, and Dean (of women) in the University Colleges.

Starr W. Cutting, Ph.D., Assistant Professor of German.

George Baur, Ph.D., Assistant Professor of Comparative Osteology and Paleontology.

Edward Adolph Schneider, Ph.D., Assistant Professor of Analytical Chemistry.

Frederick Starr, Ph.D., Assistant Professor of Anthropology, and Curator of the Museum.

Moses Clement Gile, A.M., Academy Assistant Professor of Greek.

Jacques Loeb, M.D., Assistant Professor of Experimental Biology and Physiology.

Samuel W. Stratton, B.S., Assistant Professor of Physics.

James H. Tufts, Ph.D., Assistant Professor of Philosophy.

Carl D. Buck, Ph.D., Assistant Professor of Sanskrit and Indo-European Comparative Philology.

H. Gundersen, A.M., B.D., Assistant Professor (in the Danish-Norwegian Division) of New Testament Interpretation and Biblical Literature.

Edward Capps, Ph.D., Assistant Professor of Greek.

Nels N. Morten, B.D., Assistant Professor (in the Swedish Division) of New Testament Literature and Exegesis.

Eric Sandell, B.D., Assistant Professor (in the Swedish Division) of Homiletics and Church History.

Howard Benjamin Grose, A.M., University Extension Instructor in History, and University Registrar.

John Wesley Conley, A.M., B.D., Instructor in Missions and Mission Work.

Oliver Joseph Thatcher, A.B., University Extension Instructor in History, and Secretary of Correspondence Department.

Clark Eugene Crandall, B.D., Ph.D., University Extension Instructor in the Semitic Languages.

Frank Justus Miller, Ph.D., Instructor in Latin and Assistant Examiner.
Robert H. Cornish, A.M., Academy Instructor in Physics and Chemistry.
Frank M. Bronson, A.M., Academy Instructor in Greek.
Edward von Blomberg Bensly, A.M., University Extension Instructor in English Literature.
George C. Howland, A.M., Instructor in the Romance Languages and Literatures.
Charles Porter Small, M.D., Examining Physician.
Charles Zeublin, Ph.B., B.D., University Extension Instructor in History and Secretary of the Classwork and the Examination Departments.
William Morton Wheeler, Ph.D., Instructor in Embryology.
Bert John Vos, Ph.D., Instructor in German.

Thore Olsen Wold, Instructor in Academy, Morgan Park, Ill.
Luanna Robertson, Ph.D., Academy Tutor in German.
Elizabeth C. Cooley, A.B., Academy Tutor in Latin and History.
William Caldwell, A.M., Tutor in Political Economy.
Theophilus Huntington Root, A.M., B.D., Tutor in New Testament Literature.
Ernest L. Caldwell, A.B., Academy Tutor in Mathematics.
Wayland Johnson Chase, A.M., Academy Tutor in English Branches.
J. W. A. Young, Ph.D., Tutor in Mathematics.
Edwin O. Jordan, Ph.D., Tutor in Anatomy.
Alice Bertha Foster, M.D., Tutor in Physical Culture.

Massuo Ikuta, Ph.D., Assistant in Chemistry.
Harris Hancock, A.B., Assistant in Mathematics.
Joseph E. Raycroft, Assistant in Physical Culture.
Horace Butterworth, Assistant in Physical Culture and Athletics.
Ferdinand Schevill, Ph.D., Assistant in History and German.
Wardner Williams, Reader in Music.
S. Watasê, Ph.D., Reader in Cellular Biology.
Irving F. Wood, A.M., B.D., University Extension Reader in New Testament Literature.
S. Frances Pellett, A.M., University Extension Reader in Latin.
George Henderson, Ph.B., University Extension Reader in Political Economy, and Director of the University Extension Division.
Frank R. Hathaway, Reader in Statistics.
S. H. Clark, Reader in Elocution.
David J. Lingle, Ph.D., Reader in Biology.

Louis Célestin Monin, Ph.D., Docent in Philosophy.
Felix Lengfeld, Ph.D., Docent in Chemistry.

Francis Wayland Shepardson, Ph.D., Docent in History, and Secretary of the Library Department of the University Extension Division.
Clyde Weber Votaw, A.M., B.D., Docent in Biblical Literature and University Extension Reader in New Testament Literature.
Charles F. Kent, Ph.D., Docent in Biblical Literature.
Julius Stieglitz, Ph.D., Docent in Chemistry.
Oscar L. Triggs, A.B., Docent in English.
James A. Lyman, Ph.D., Docent in Chemistry.
T. J. J. See, A.M., Ph.D., Docent in Astronomy.

OTHER INSTRUCTORS

W. H. Mace, University Extension Lecturer.
C. W. Hodgin, University Extension Lecturer.
E. R. Boyer, University Extension Lecturer.
V. T. Alderson, University Extension Lecturer.
H. H. Acterian, University Extension Lecturer.
Lorado Taft, M.L.

SOME OF THE MORE IMPORTANT MUSEUM COLLECTIONS

Invertebrate Fossil Collections in Walker Museum

(arranged chronologically in order of acquisition)

1. *James Collection.*—Rich in material from the region about Cincinnati, Ohio.
2. *Washburn Collection.*—Rich in Silurian material from Indiana.
3. *Gurley Collection.*—Presented by Mr. W. F. E. Gurley, Danville, Illinois. Very important; especially rich in Paleozoic fossils from the Ohio and Mississippi Valley regions. Contains a large number of type specimens.
4. *Sampson Collection.*—Especially valuable for its Mississippian fossils from central Missouri. Contains many type specimens.
5. *Broadhead Collection.*—An important collection of Choutean limestone fossils from central Missouri.
6. *Harris Collection.*—Presented by Mr. G. F. Harris, Chicago. Largely Silurian material from near Chicago.
7. *Faber Collection.*—Rich in Ordovician material from the environs of Cincinnati, with many type specimens.
8. *Van Horne Collection.*—Presented by Sir William Van Horne, Montreal, Canada. Especially rich in Silurian material from Illinois and Wisconsin, and Mississippian material from the Mississippi Valley.
9. *Bassler Collection.*—An exceedingly valuable collection of Paleozoic Bryozoans and Ostracoda.

10. *Haines Collection.*—An important local collection from the neighborhood of Richmond, Indiana.

11. *James Hall Collection.*—Presented by Mr. John D. Rockefeller. The second great collection accumulated by Dr. James Hall of Albany, New York. Exceedingly rich in Paleozoic fossils from New York and elsewhere in North America, and containing a very large number of type specimens; including also the James Hall library.

12. *Tiffany Collection.*—Presented by Mr. L. S. Tiffany, Chicago. Rich in Iowa Devonian fossils, accumulated by Dr. A. S. Tiffany of Davenport, Iowa.

13. *Teller Collection.*—Presented by Mr. E. E. Teller, Milwaukee, Wisconsin. An important collection, especially rich in Silurian and Devonian material from southeastern Wisconsin.

14. *Howard Collection.*—An important collection of Silurian crinoids from St. Paul, Indiana.

Besides the collections enumerated above, there have been gifts or small purchases from sixty or more additional sources, among which should be mentioned gifts of important material from the following persons: A. P. Church, D. K. Greger, L. H. Hyde, K. F. Mather, L. C. Snider, Frank Springer, J. A. Udden, Joseph Willcox, H. E. Wilson, W. E. Wrather.

Vertebrate Fossil Collections in Walker Museum

The vertebrate fossil collections in Walker Museum have nearly all been secured by expeditions sent into the field by the University. Seven expeditions have collected in the Permian Red Beds of Texas, and one each in New Mexico, Colorado, and Arizona. One expedition to the Cretaceous of Kansas, and one to the Triassic of Wyoming have secured important material. All these expeditions have been under the direction of Professor Williston, except two to Texas which were conducted by Dr. E. C. Case. Before Dr. Williston's connection with the University Professor Baur took out two field expeditions, one to the Bad Lands of South Dakota, and one to Wyoming.

The great value of the vertebrate collections is in the Permian material from Texas and New Mexico. The collection of these earliest of air-breathing vertebrates is one of the most important in the world.

Haskell Oriental Museum

The first gift of original monuments to Haskell Oriental Museum was a collection of prehistoric pottery excavated by Professor Petrie at Nagada. Professor Petrie presented the collection to the present Director, Professor J. H. Breasted, who has since given it to the Museum. Early in the history of the Museum, the Philosophy and Science Department of the Chicago Woman's Club displayed great interest in oriental excavation, and as a result of its efforts the Museum was able to contribute to the excavations of

Mr. Quibell, one of Professor's Petrie's assistants of El Kab. From these excavations there came to the Museum a magnificent series of alabaster and diorite vessels of great value, together with some jewelry, especially necklaces of amethyst, garnet, and carnelian. Very effectively aided by the Philosophy and Science Department of the Chicago Woman's Club, the present Director organized the Chicago Society of Egyptian Research. The subscriptions of the members of this Society were sent as financial support of the excavations of Professor Petrie and the Egyptian Exploration Fund. From the excavations thus supported, the bulk of the present collections of Egyptian materials now in Haskell Museum has come.

The Egyptian Exploration Fund presented to the Museum its unique collection of over 2,200 oriental weights, the largest of such collections in existence.

The gift of $50,000 by Mr. John D. Rockefeller, for exploration and excavation by the University of Chicago, enabled the University to carry on excavations at Bismya, in lower Babylonia; and from these excavations some valuable original monuments have accrued to the Museum. The same funds enabled the University also to carry on an exploration and survey of the ancient monuments of Nubia, or Ethiopia, from which some original monuments were obtained for the Museum.

Mr. Martin A. Ryerson presented to the Museum a series of six valuable East Indian paintings, as a beginning of the collection on far-eastern art; and Mr. Jacob Speicher has also presented a carefully selected and arranged collection of 1,068 Chinese coins illustrating the development of coinage from the earliest days in China almost down to the present.

Other Collections

The Museum in the Classics Building contains:

The Stanley McCormick Collection of Antiquities from Cyprus, belonging to the School of Education.

Miscellaneous Greek and Roman Antiquities—pottery, terra cottas, small bronzes, etc., mostly given by E. P. Warren, Esq., of Lewes, England.

Reproductions in color and in black and white of pictures by old masters.

In the Harper Memorial Library are:

The Mannheimer collection of coins, ranging from the early types of coinage in Greece to recent times, presented by estate of Augusta Mannheimer in the name of Michael and Augusta Mannheimer.

The Erskine M. Phelps coectllion of Napoleonana, consisting of books, pictures, busts, decorations, medallions, etc. It was presented by Mrs. Erskine M. Phelps of Chicago, in memory of her husband who collected it.

The Frank W. Gunsaulus collection of Japanese sword furniture, presented by Dr. F. W. Gunsaulus of Chicago, is also installed in this Museum.

There are also some collections in the Department of Anthropology.

NAMES OF SOME OF THE LARGER CONTRIBUTORS

Mr. George E. Adams
Mr. John Quincy Adams
Mr. Philip S. Allen
Mr. W. H. Alsip
Mr. P. D. Armour
Atchison, Topeka & Santa Fe Railway Co.
Mr. and Mrs. E. C. Atkins, Indianapolis, Ind.
Mr. F. M. Atwood
Mr. O. E. Atwood
Mr. Edward E. Ayer
Mr. J. Badenoch, Jr.
Judge Jesse A. Baldwin
Mr. C. W. Barnes
Mr. O. W. Barrett
Mr. S. E. Barrett
Mr. and Mrs. A. C. Bartlett
Mr. E. M. Barton
Mr. E. A. Beach
Mr. Jerome Beecher
Mrs. Mary Beecher
Mr. C. K. G. Billings
Dr. Frank Billings
Mr. P. P. Bishop, Cleveland, Ohio
Mr. John C. Black
Mrs. T. B. Blackstone
Mrs. Emmons Blaine
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Mr. E. Nelson Blake
Mr. E. R. Bliss
Mr. F. Bode
Mr. Joseph Bond
Mr. William Borden
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Mr. Henry Botsford
Mr. C. C. Bowen, Detroit, Mich.
Mr. E. A. Bowen, Mendota, Ill.
Mr. Michael Brand
Mr. W. B. Brayton
Mrs. Permelia Brown
Mr. William T. Brown
Miss Catherine W. Bruce, Brooklyn, N.Y.
Mr. C. Buckingham
Mr. James K. Burtis
Mr. and Mrs. Edward B. Butler
Mr. Andrew Carnegie, New York City
Castle Family, Honolulu, H.I.
Mrs. Mary Castle, Honolulu, H.I.
Mr. John H. Chapman
Chicago & Alton Railroad Co.
Chicago, Burlington & Quincy Railway Co.
Chicago City Railway Co.
Chicago Institute Trustees
Chicago, Lake Shore & Eastern Railway Co.
Chicago, Milwaukee & St. Paul Railway Co.
Chicago & Northwestern Railway Co.
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Chicago Woman's Club
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Mr. George B. Cluett, Troy, N.Y.
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Miss Helen Culver
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Mr. J. K. Dering
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Mrs. E. F. Drake, St. Paul, Minn.
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Mr. A. J. Earling
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Mr. John F. Eberhart
Mrs. George M. Eckels
Mrs. Alice Edwards, Peru, Ind.
Mr. T. Eldridg, Roseville, Ill.
Elgin, Joliet & Eastern Railway Co.
Mr. John S. Emmert
Mr. J. J. Estey, Brattleboro, Vt.
Evanston (Ill.) First Baptist Church
Mr. L. Everingham
Mr. W. D. Ewart
Faculty Committee, University of Chicago
Mr. Victor Falkenau
Mr. A. G. Farr
Mr. E. B. Felsenthal
Mr. W. D. Ferguson
Mr. Marshall Field
Mr. W. L. Fisher
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Mr. Henry L. Frank
Mr. L. C. P. Freer
Mr. George A. Fuller
Mr. W. A. Fuller
Mr. C. W. Fullerton
Mr. H. J. Furber
Mr. Lyman J. Gage
Galesburg (Ill.) First Baptist Church
Mrs. Delia Gallup
Mr. R. W. Gardner, Quincy, Ill.
Mr. Gwynn Garnett
Mr. William Garnett
Mr. F. T. Gates, Montclair, N.J.
Mr. G. W. Gates, Oshkosh, Wis.
Mr. I. E. Gates, New York City
Mr. J. L. Gatzert
German Society of Chicago
Mr. James F. Gillette
Mr. and Mrs. J. J. Glessner
Mr. T. W. Goodspeed
Mr. S. Grant, Detroit, Mich.
Mr. Charles F. Grey
Mr. Howard G. Grey
Dr. F. W. Gunsaulus
Mr. W. F. E. Gurley
Mr. G. E. Hale
Mr. W. E. Hale
Mr. Ernest A. Hamill
Mr. D. G. Hamilton
Mr. R. R. Hammond
Mr. Charles F. Harding
Dr. W. R. Harper
Mr. D. J. Harris
Mr. N. W. Harris
Mr. G. F. Harris
Mr. H. S. Hart
Hart, Schaffner & Marx
Mrs. C. E. Haskell
Mr. Wallace Heckman
Mr. E. L. Hedstrom, Buffalo, N.Y.
Mr. G. W. Henry
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MR. JOHN D. ROCKEFELLER'S GIFTS TO THE UNIVERSITY OF CHICAGO

Summary

Object		Amount
Endowment		$18,947,595.35
Buildings and Equipment and Land		6,877,076.58
Divinity Buildings	$ 100,000.00	
Academy Dormitory	45,000.00	
Athletic Field Stands and Fence	210,381.96	
Group and Gymnasium Buildings	205,394.87	
Power Plant and Press Buildings	550,508.08	
Foster Hall Furniture	2,000.00	
Group and Gymnasium Furnishings	60,000.00	
School of Education—Temporary Building	18,000.00	
Electric Wiring—Old Buildings	10,000.00	
Secondary School Building	23,977.28	
Law School Building	280,000.00	
Lexington Hall	50,000.00	
Hull Court Pond	6,000.00	
Academy Boiler	1,500.00	
Botany Greenhouse	2,500.00	
Zoölogy Greenhouse	2,000.00	
Chimes—Alice Freeman Palmer	5,000.00	
Harper Memorial Library	655,000.00	
Electrical System Reconstruction	28,000.00	
Campus Improvement	141,857.00	
Scientific Equipment and Collections	42,322.00	
Press Equipment	25,250.00	
Library Steel Stacks	20,000.00	
Hall Collection for Geological Departments	32,483.19	
Land—Additional Campus	3,229,774.99	
Special Assessments, Street Improvements	44,067.16	

Object		Amount
Buildings and Equipment and Land—*Continued*		
Drinking Water System	$32,500.00	
Books	163,500.05	
Kent Laboratory Alterations	14,060.00	
Julius Rosenwald Hall	49,000.00	
Classics Building	27,000.00	
Proposed Chapel	800,000.00	
General Purposes		$4,877,155.12
George Dana Boardman Lectures	1,000.00	
Medical Work	50,000.00	
Oriental Explorations	50,000.00	
St. Louis Exposition Exhibit	5,000.00	
Decennial Publications	21,000.00	
Rewiring Mandel Hall	2,000.00	
Babcock Fire Extinguishers	1,000.00	
Incidentals	3,000.00	
Yerkes Observatory Repairs	4,000.00	
Oriental Investigation	21,555.55	
Additional Cataloguing	30,000.00	
Bionomics	2,500.00	
Retiring Allowances	7,600.00	
Working Capital and Interest	203,322.22	
Current Expenses	4,475,177.35	
Total Gifts Received		30,701,827.05
NOTE.—		
Gifts Received	30,701,827.05	
Balance still to be paid on Gift of December 13, 1910	4,000,548.23	
Grand Total of Gifts	$34,702,375.28	

A SYSTEM OF RETIRING ALLOWANCES AND ALLOWANCES FOR WIDOWS

(*Adopted by the Board of Trustees February 13, 1912*)

(STATUTE) 17. RETIRING ALLOWANCES

1. Any person in the service of the University and sixty-five years of age who holds the position of President of the University, Director or Associate Director of the University Libraries, or University Examiner, and who has been for a period of fifteen years in the service of the University, in a rank not lower than Assistant Professor; and any person in the service of the University and sixty-five years of age, who has been, for a period of fifteen years in a rank not lower than Assistant Professor, a member of the teaching staff of the Graduate Schools of Arts, Literature, and Science, the Graduate

Divinity School, the Law School, or the Colleges, may retire from active service, or be retired by the Board of Trustees on an annual allowance to be computed as follows:

a) For fifteen years of service, forty per cent of the average annual salary received during the five years immediately preceding the time of retirement.

b) For each year of service beyond fifteen years, two per cent of the said average annual salary.

But no annual allowance shall exceed sixty per cent of the said average annual salary, nor shall it exceed $3,000.00.

A person between sixty-five and seventy years of age, eligible to a retiring allowance, may retire, or may be retired by the Board of Trustees; at the age of seventy years he shall retire, unless the Board of Trustees specially continues his service.

2. The widow of any person in receipt of, or eligible to, a retiring allowance at the time of his death, shall be entitled to one-half of the amount of his allowance during the period of her widowhood, provided she was his wife at the time of his retirement and had been his wife for not less than ten years before his death.

3. No right or claim under this statute, shall vest in, or accrue to, any person until a retiring allowance shall become due and payable under and in accordance with it; and the exercise of the right or power of the Board of Trustees to terminate the service, or reduce the salary, of any person shall not give to such person any claim or cause of action hereunder against the University.

4. The Board of Trustees reserves the right to suspend the retiring allowance of any person, who, while in receipt of such allowance, accepts an appointment on the staff of any other institution of learning.

5. The obligation of the University to pay retiring allowances shall be neither greater nor less than its obligation to pay salaries to persons in active service, so that if misfortune should compel a percentage reduction of salaries, retiring allowances may be reduced in the same proportion.

6. Nothing in this statute shall preclude the Board from granting other retiring allowances, or allowances on account of disability to officers of administration or instruction, or their widows, where the term and character of service, or the special circumstances of the case make the same appropriate, or from adding a term of years to the actual years of service of a person who enters the service of the University as an associate professor or of higher rank.

7. The Board of Trustees retains the power to alter this statute, but the alteration shall not have any effect as to persons of the class or rank mentioned in Article 1, at the time of such alteration.

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Located at Chicago

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